Labour Canada Travail Canada

A SURVEY OF PART-TIME EMPLOYMENT IN FEDERALLY REGULATED INDUSTRIES

Canada

A SURVEY OF PART-TIME EMPLOYMENT IN FEDERALLY REGULATED INDUSTRIES

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EXECUTIVE SUMMARY

The proportion of part-time workers in the labour force has grown steadily over the last twenty years and now stands at 16% of employed Canadians. As the numbers of part-time employees have grown so has the concern of federal and provincial governments over their status. In 1983, the federal Commission of Inquiry into Part-time Work identified a variety of areas in which part-time employees received less favourable treatment than their full-time counterparts. One of the Commission's key recommendations was that companies be required to provide the fringe benefits received by full-time workers to part-time employees on a prorated basis, i.e. proportional to the amounts of time each is employed.

In January of 1985, Labour Canada contracted with Hay Management Consultants to survey federally regulated companies to determine the employment situation of part-time workers. A major objective of the survey was to determine the numbers of part-time workers currently receiving fringe benefits and the costs of prorating all benefits available to full-time employees. A separate survey of part-time employees which investigates their desire for fringe benefit coverage will be reported at a later date.

During the summer of 1985, Hay Management Consultants conducted a mail survey of all companies known by Labour Canada to be federally regulated. Of that population of 4,940 companies, 1,950 or 39.5% responded to the survey. Of the 1,950, 270 of the larger companies provided very detailed information on the status of their part-time employees and benefit costs for both full-time and part-time workers. All information related to the part-time workers employed during the 1984 calender year.

Of the 686,509 individuals known to work for federally regulated companies, 555,328 (81%) were covered by the sample of 1,950 companies and 469,682 (69%) were employed by the 270 companies which provided detailed information. The major conclusions of this survey are based on data supplied by companies which employ almost 70% of workers known to be covered by the Canada Labour Code. Among the major findings are the following:

(a) Distribution of Part-time Employees

- Approximately 16% of employees in federally regulated industries were part-time. Financial institutions had the highest ratio of part-time employees at 22% while mining (including pipelines) companies had the lowest at 8%.

- Of the 89,700 part-time employees on whom detailed information was provided, 45% were permanent, i.e. worked most weeks of the year and less than 30 hours per week on a continuing basis; 23% were seasonal, i.e. worked almost full-time each week but not for a

full year; and 31% were temporary or casual, i.e. worked part or full-time on a brief and probably non-recurring basis. Persons working on contract or provided by employment agencies were not counted as part-time.

- 45% of federally regulated part-time employees work in financial institutions, which employ 57% of permanent part-timers, 31% of seasonals and 37% of temporary and casual workers. Transportation companies account for 20% of total part-time employment and 51% of seasonal workers. Communications companies also have 20% of total part-time employment and 37% of temporary and casual workers.

- Very few part-time employees hold professional or managerial positions -- 6% versus 28% for full-time employees. Part-time employees are usually most numerous in the major employment category in an industry. For example, 92% of part-timers in the financial sector are clerical and office workers (versus 61% of full-timers) while 46% of transportation part-timers are blue collar workers (versus 34% of full-timers).

(b) **Characteristics of Part-time Employees**

- Part-time employees have substantially fewer opportunities for advancement than full-time employees.

- 90% of reporting employers state that permanent part-time workers are at least as productive as full-time employees, more productive in 8% of the cases. Approximately 70% say that seasonal and temporary/casual employees are at least as productive as full-time employees.

- 84% of reporting employers state that permanent part-time workers are at least as committed to their jobs as full-time workers, 7% of whom stated they were more committed. Approximately two-thirds say seasonal and temporary/casual workers are as committed to their jobs as full-time workers.

- Lower (in 37% of the cases) or equal absenteeism rates are reported for permanent part-time workers, compared to full-time workers, by 92% of responding employers. For seasonal and temporary/casual workers, 84% and 82% of employers respectively, reported absenteeism rates comparable with those of full-time workers.

(c) **Work Schedules and Salary**

- Permanent part-time employees work an average of 23 hours a week, 44 weeks a year or approximately 50% of full-time. Their average pay rate was $9.15 per hour for an average annual income in 1984 of $9,260.

- Seasonal workers averaged 34 hours per week for 19 weeks per year or approximately 33% of full-time. Their average pay rate was $10.20 per hour for an average annual income of $6,590 in 1984.

- Temporary and casual workers averaged 24 hours per week and 20 weeks per year or about 25% of full-time. With an average salary of $9.05, they had an annual income of $4,345 in 1984.

- Pay rates for part-time employees varied considerably from one industry group to another. Industries with large numbers of blue collar workers (and high levels of unionization) like transportation tended to pay high while those which employed office and clerical workers such as finance and communications paid lower.

- In terms of wage parity with equivalent full-time workers, permanent part-time workers were much better off than seasonal and temporary/casual workers.

- 85% of responding employers who employ permanent salaried part-time workers report that these employees are paid as much as or more (in 9% of the cases) than equivalent full-time workers.

- In the case of seasonal and temporary workers, between 32% and 42% of responding employers stated that they paid lower salaries than equivalent full-time workers.

- 69% of employers who employ permanent hourly-paid part-time workers report that these employees are paid as much as or more (in 3% of the cases) than equivalent full-time workers.

- In the case of seasonal and temporary/casual hourly-paid workers, between 38% and 43% of employers report that they pay lower rates than equivalent full-time workers.

(d) **Trends in Employment**

- In general, 38% of employers report an increase in their full-time work force between 1983 and 1985 whereas 48% report increases in their part-time work force during that period. While 14% of employers report increases of 10% or more in full-time employment, 20% report that part-time employment increased by at least 10% between 1983 and 1985.

- Financial institutions experienced rapid growth in part-time employment between 1983 and 1985:

  - 81% report an increase in their part-time work force while 36% report growth in the number of full-time workers.
  - 63% report increases of 10% or more in their part-time work force while 18% report that their full-time work force grew by 10% or more.

- In general, employers expect that their full-time and part-time work forces will expand by approximately the same amount, 31% and 32% respectively, over the period from 1985 to mid-1987.

- The major exception is the financial sector where part-time employment growth is expected to exceed full-time growth.

  - 9% of employers in finance expect increases of 10% or more in full-time employment, whereas 36% expect part-time employment to increase by 10% or more over this period.

(e) **Benefits Coverage for Full-time and Part-time Workers**

- Although the six common fringe benefits -- short and long-term disability, life insurance, extended health, dental and pensions -- were not all included in each company benefit package, more than 95% of all full-time employees in those companies were covered by each of these benefits. Because large firms employ over 90% of federally regulated full-time employees in this sample, benefit coverage for full-timers is almost universal.

- Benefit coverage varies considerably by category of part-time employee. Permanent part-time workers had much better coverage than the other two groups. Between 50% and 95% were covered by each benefit except pensions which was available to 27%. Approximately 20% of seasonal employees received each benefit except short-term disability which covered almost 50%. Most temporary and casual workers received no benefits with the exception of the 25% which had short-term disability coverage.

- Benefit coverage also varies enormously from one benefit to another. Short-term disability insurance is the most common benefit covering 62% of part-time employees. Pensions are the least common with only 18% covered. Extended health care and dental plans cover about 40% of part-time workers. Long-term disability and life insurance cover about 30%.

(f) **Benefit Costs**

- The average costs to a company for a complete benefits package for full-time employees is 11.31% of full-time wages (the costs of statutory holidays and vacation are not included). Pensions are the largest component by far accounting for 6.08%.

- The actual cost of benefits coverage for full-timers to the 270 companies was 10.01% of full-time wages because some companies do not provide all fringe benefits.

- The current (1984) costs of benefits for permanent part-time employees is 6.23% of wages for that group. Prorating benefits to permanent part-timers would cost 3.87% of wages.

- Current benefits for seasonal workers cost companies 2.81% of seasonal's wages and prorating would cost 7.34% of total wage costs for the group.

- Current benefit costs for temporary and casual workers are 0.75% of wages. Prorating would cost 9.43% of wages.

- All told, prorating benefits to part-time workers would require 5.78% of total part-time wage costs. Of that total, 3.68% is accounted for by pension costs.

- In 1984, the total additional cost required to prorate benefits to part-time employees was 0.44% of total wages paid. The average cost falls to 0.16% of total wages if pensions are excluded. (See Table I.)

(g) **Feasibility of Prorating Benefits**

- Company responses to the question of the feasibility of prorating benefits depended on the category of part-time employee involved. Between 40% and 60% (depending on the benefit) thought benefit prorating was feasible for permanent part-timers. For seasonal employees the range was 15% to 33%. For temporary and casual part-timers, between 5% and 25%.

- About one-third of all companies felt that the added costs of prorating was the major problem. Administrative difficulties were not judged to be a major problem for permanent part-timers but were seen as a serious difficulty for seasonals and a major barrier for temporaries and casuals.

- Large companies were more likely to think prorating was feasible than smaller ones particularly for permanent part-time employees. Administrative difficulties are viewed as a major problem in all cases by small and medium size companies. All companies regardless of size indicated that administrative problems would be a major problem in prorating benefits for temporary employees.

TABLE I

1984 Costs of Prorating Benefits to Part-time Employees in Federal Jurisdiction

	Permanent % of Total Wages	Seasonal % of Total Wages	Temporary/ Casual % of Total Wages	Total % of Total Wages
Short-term Disability	0.005	0.016	0.022	0.044
Long-term Disability	0.008	0.017	0.016	0.041
Life Insurance	0.006	0.004	0.004	0.014
Government Medical	0.005	0.006	0.006	0.017
Extended Health	0.002	0.005	0.004	0.011
Dental Insurance	0.006	0.014	0.013	0.033
Pensions	0.136	0.070	0.075	0.280
Total	0.167	0.132	0.142	0.440
Total Excluding Pensions	0.031	0.062	0.067	0.160

Chapter 1

INTRODUCTION AND BACKGROUND

The rapid growth of part-time employment in recent years -- a growth rate which is ten times that of full-time employment in the 1980s -- has been and remains a source of concern to labour policy makers and analysts. The proportion of part-time to full-time workers is currently a major issue in collective bargaining. To many employers, part-time jobs mean a more flexible and less costly work force. To many labour unions, they represent a threat to full-time jobs. To many women, they represent ghettoization in low-paying, insecure jobs.

Concern for the nature and well-being of this rapidly expanding segment of the labour force led to the creation of a Commission of Inquiry into Part-time work by the Minister of Labour in 1982. The stimuli for the creation of the Commission -- the rapid growth in the part-time labour force and the growing concern for the treatment of part-time workers in terms of wages and benefits -- remain as current in 1985 as they were in 1982.

There were one million part-time workers (defined by Statistics Canada as those who usually work less than 30 hours per week and do not consider themselves to be full-time) in Canada in 1975. By 1981 that number had risen to 1.5 million and was then pushed up by 200,000 during the 1982 recession while full-time employment dropped. Part-time workers represented 15.5% of the labour force by 1984, and every indication is that the percentage will continue to grow. Future job growth is expected principally in the service sector of the economy, precisely where part-time work is most common. And the contentiousness of part-time work issues is also growing. An increasing number of labour disputes have the issue of part-time job growth at their heart -- examples in 1985 include CP Air and Air Canada.

The Commission of Inquiry into Part-time work - which came to be known after its Chief Commissioner as "The Wallace Commission" - was asked to investigate a number of areas, including the remuneration of part-time workers. The Wallace Commission, having held hearings, received briefs, conducted a survey and several pieces of research, presented its report in 1983. It claimed to find "conclusive evidence to support the view that part-time workers in the Canadian labour force are treated unfairly compared to full-time workers." Among its recommendations, the majority of which are addressed to the federal government, is one that states, "the federal government should amend the Canada Labour Code...(to) ensure that part-time workers are included in all fringe benefit and pension plans (on a pro-rated basis) where the employer provides these benefits for full-time workers doing similar work."

Consequently, Labour Canada decided to obtain information about part-time employment in work places under federal jurisdiction, and about the benefits currently received by part-time employees, and the costs associated with improving these benefits, in order to be able to analyze the impact on the labour market of new benefits legislation. In January, 1985, Labour Canada contracted with Hay Management Consultants to survey all employers known to be covered by the Canada Labour Code. Of primary interest was the incidence and nature of part-time employment, as well as the benefits currently available to part-time and full-time employees of federally regulated companies.

The survey excludes the federal public service (which has a very low percentage of part-time workers), but covers all enterprises which are regulated by the Canada Labour Code. These include "those industries and undertakings of an inter-provincial, national or international nature such as transportation, communications, radio and television broadcasting, banking, uranium mining, grain elevators and flour and feed operations, companies whose operations have been declared for the 'general advantage' of Canada or of two or more provinces, and such Crown corporations as the Canadian National Railways, Air Canada, the Canadian Broadcasting Corporation, and the Polymer Corporation." The companies can be clustered into six industry groups: Transportation; Communications; Mining (of uranium) and Pipelines; Finance (banks); Grain; and other Crown Corporations not elsewhere classified (NEC) which includes one of the largest of all employers, Canada Post.

Thus, the study undertaken by Hay Management Consultants for Labour Canada is a survey of over 5,000 federally regulated enterprises, in the above-named industries. The survey includes questions on the characteristics of part-time employees (number, work schedules, occupations, occupational restrictions, if any, and unionization); on compensation and benefit levels, including detailed comparisons to benefit levels of full-time positions; on policies governing promotion, training, retraining, and job security; on perceived characteristics of part-time employees; and on growth trends in the part-time work force.

The central purpose of the survey is to establish the cost of pro-rating benefits to part-time workers in federally regulated industries. To compute this cost it is necessary to:

a) determine the availability and costs of benefits received by full-time workers in these industries;

b) determine the total costs of comparable benefits to part-timers on a pro-rated basis; and

c) compute the costs of benefits already provided to part-time workers which must then be subtracted from the total costs in (b) to establish the net costs of extending benefit coverage to part-time workers on a pro-rata basis.

A comparison survey focuses on the perceptions and desires of part-time employees. It will determine the desirability of various benefits to part-time workers so that policy can be informed by the perceived value of benefits in addition to their dollar costs. Results of the employee survey will be reported in a separate volume.

Chapter 2

SURVEY METHODS, RESPONSE RATES AND SAMPLE REPRESENTATION

Survey Methods

(a) **Sample Selection.** This survey was designed to be a complete census of federally regulated companies as defined by the Canada Labour Code. The Canada Labour Code covers employers engaged in the following activities:

1. Transportation. Air transport, shipping, international and inter-provincial railways and trucking.

2. Communications. Radio and television facilities, telephone and telecommunications companies.

3. Financial. Chartered banks.

4. Uranium Mining and Pipelines. (The Pipeline industry is sometimes classified as transportation but we have classed it with mineral extraction because of its natural resource base - 11 companies in this category are pipelines.)

5. Grain. Companies in the grain and flour business in Western Ontario and the Western provinces.

6. Crown Corporations. Crown corporations which are not classified in the other categories. For example, Canada Post is included but Air Canada and CN are included in the transportation group.

These six categories are used throughout this report in describing how part-time employment differs across industries.

Labour Canada provided a list of all companies known to be federally regulated as of 1982. Each company's address and industry classification were included in the data base. In total, this listing covered 5,888 companies which were all included in the early stages of the survey. Several hundred companies were deleted from the list when attempts to contact them indicated that they were no longer in business or had been incorrectly included. Specifically 948 companies were dropped for the following reasons:

No longer in business	175
Moved, no forwarding address	607
Not an independent business unit	40
Not federally regulated	126

Since two attempts were made to reach all companies by mail, mailings returned as undeliverable, e.g. out of business or moved without forwarding address, were classified as no longer in business.

For the purposes of this survey, 4,940 federally regulated companies received one or more questionnaires regarding part-time workers.

(b) **Questionnaire Development.** Labour Canada specified in the contract most of the general issues to be addressed by the survey in the contract. Those issues were then translated into specific questions by a committee composed of Labour Canada representatives and Hay personnel. A preliminary version of the questionnaire was pretested with 25 companies in the Toronto area. Each pretest participant was mailed the questionnaire and personal interviews were conducted with the person who completed the instrument to identify problem areas. Several questions were either dropped or reformulated as a result of the pretests.

The final questionnaire (see Appendix II) had two parts. A nine question first part was to be completed by all companies. It dealt with the number of full and part-time employees as well as total payroll for both categories of workers. Part Two was to be completed by all companies which had employed five or more part-time workers in 1984. It dealt, in detail, with the characteristics of the full-time and part-time work force, the compensation and benefits of both types of workers, the cost of the benefits provided and various other questions about part-time workers. In contrast to the three-page Part One, Part Two of the questionnaire consisted of 52 pages.

(c) **Survey Procedures.** Labour Canada's list of 5,888 was divided into two parts -- the largest 500 companies and all other companies. For each of the 500 largest, the name of the senior human resources or personnel officer was obtained from the most recent Dunn and Bradstreet directory or through a telephone call to the company. All communications about the survey were directed personally to that individual or someone deputized to respond to the questionnaires. In all other cases, the initial mailings were addressed to the president. When the company's response to our initial mailing provided the name of a contact person, all future material was sent to that person.

Contacts with federally regulated companies occurred in several stages:[1]

1. **Initial Notification.** In April, 1985 a letter was sent to all 5,888 companies informing them of the upcoming survey and its purposes. The confidentiality of responses was assured. For all but the 200 largest companies, a postage paid return postcard was included which requested information on the number of full-time and part-time employees in 1984.

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[1]All communications were in English in provinces other than Quebec and New Brunswick. They were in French in Quebec and to certain New Brunswick companies. It was indicated on all questionnaires that a copy of the questionnaire in the other official language could be obtained by placing a collect call to Hay Management.

2. **First Questionnaire Mailing.** In June, 1985, Part One and Part Two questionnaires were mailed to all companies except those which indicated via a post card response that they had fewer than 5 part-time employees in 1984. In total, about 5,300 companies were mailed questionnaires.

   Questionnaires were sent by certified mail in order to (a) be sure the material stood out from the normal daily mail, (b) insure that Canada Post gave its best effort to delivering the packet, and (c) to produce written records that allowed each package to be traced. Prepaid return envelopes were included in the mailing.

3. **Reminder Letter.** In July, each company which had not returned a questionnaire was sent a letter again asking for cooperation and offering another copy of the questionnaire if needed.

4. **Follow-up Telephone Calls.** With the 50 largest companies, personal calls were made to the senior personnel officer to urge their participation and offer any assistance.

5. **Thank You Letters.** All companies including those which returned the post card were sent a letter expressing our appreciation of their participation.

Each communication with the companies provided the name and telephone number of a Hay employee who was available to answer any questions about the survey or details of the questionnaire (assistance in French was provided from Montreal). Companies were urged to call collect to obtain assistance.

The original deadline for company responses was late June but this was extended to late August to insure the largest possible response to the survey.

(d) **Survey Response Rates.** Computing the response rate for this survey is more difficult than usual. The problem arises from the fact that, although companies are surveyed, the unit on which the critical information is collected is the part-time employee. As a result, two sets of response rates are needed -- one for companies and one for employees.

A second difficulty is that while the Labour Canada list contained information on the provincial location and industry classification of all 4,940 relevant companies, it listed the number of employees for 3,545 of that population. Consequently, the size of the universe of federally regulated workers is not known exactly. A quick analysis suggests that most of the 1,405 non-reporting firms are small and probably employ about 20,000 workers including part-timers.

A critical feature of this survey is that there are two segments to the sample. The first, which we will call the Sample, is composed of the 1,950 companies which provided information on the number of full-time and part-time employees through the post card response or Part One of the questionnaire. The second segment, called the Core, is composed of companies which provided detailed information on their part-time workers and on benefits for full and part-time employees. Critical calculations on the current benefit coverage for part-timers and estimated costs for extending benefits are based on the Core sample. The 270 Core companies are also included in the Sample.

One measure of response rate is calculated by dividing the Sample of 1,950 by the total number of relevant companies on the Labour Canada list 4,940. This calculation yields a response rate of 39.5% -- a very reasonable figure for an unsolicited mailed questionnaire. Of the 39.5% total response rate, 18.1% responded with the postcard only; 15.9% completed Part One of the questionnaire only; and 5.5% provided the detailed information requested in Part Two of the questionnaire.

Thus, although the overall response rate for companies is very respectable, the vast majority of those companies did not provide extensive information on their part-time employees. Remember, however, that only companies which had 5 or more part-time workers in 1984 were eligible to complete Part Two of the questionnaire. Of the 1,950 companies which completed Part One, 504 of them met that qualification producing another measure of response rate of 53.6%. Since no data is available on the percentage of all federally regulated companies which meet this requirement, a broader calculation is not possible.

Another measure of response rate is the number of federally regulated employees covered by the survey. Labour Canada's list had total employment figures for approximately 3,600 companies. After dropping some which were no longer in business and adding others which responded to this survey but not Labour Canada's, employment data was available for 3,545 companies. For 1,950 of the total, the employment numbers were current as of this survey which reported for 1984. Figures for the other 1,595 companies are from 1982.

In total, these 3,545 companies employed 686,509 workers. The 1,950 companies which compose our Sample employ 555,328 or 80.9% of that total. The 270 Core companies employ 469,682 or 68.4% of the known federally regulated workers. Since most of the companies which did not report employment data are small, a reasonable estimate is that they employ about 20,000 workers (see following explanation). Using the larger figure generates a coverage of 78.6% for the sample and 66.5% for the Core.

This survey's coverage of federally regulated employees is very high due in large part to the willingness of large companies to devote the time to completing all of a lengthy and detailed questionnaire.

(e) **Sample Representativeness.** Here again, two assessments of representativeness can be made -- one based on companies, the other on employees. In both cases, the central question is how closely the characteristics of the sample correspond to the characteristics of the known universe.

Table 2.1 shows the distribution of eligible federally regulated companies by industry and the same distribution of the 1950 companies in the Sample.

Table 2.1
Federally regulated Companies by Industry

	List (4,940 Companies)		Sample (1,950 Companies)		Response Rate
Industry	Number	%	Number	%	%
Transportation	3,715	75.1	1,309	67.1	35.2
Communications	703	14.2	359	18.4	51.0
Mining	19	0.4	18	0.9	94.7
Finance	68	1.4	41	2.1	60.3
Grain	407	8.2	201	10.3	49.3
Crown Corporations (NEC)	28	0.6	22	1.1	78.6

The known universe of federally regulated companies is dominated by transportation firms as is the Sample. Comparing the two distributions shows an under-representation of transportation firms in the Sample and a small over-representation of the other groups. Response rates for industries are about 50% or above except for transportation. Overall the representativeness of the Sample on an industry basis is more than adequate. Even though transportation is under-weighted, the 1,309 companies which did respond will provide a good description of that industry.

Table 2.2 shows the distribution of companies by province.

Table 2.2
Federally Regulated Companies by Province

Province	List (4,940 Companies)		Sample (1,950 Companies)		Response Rate
	Number	%	Number	%	%
Newfoundland	89	2	35	2	39
Prince Edward Island	67	1	19	1	28
Nova Scotia	196	4	81	4	41
New Brunswick	170	3	64	3	38
Quebec	685	14	281	14	41
Ontario	1,452	30	595	31	41
Manitoba	257	5	91	5	35
Saskatchewan	255	5	98	5	38
Alberta	961	19	361	19	38
British Columbia	742	15	302	15	41
Yukon & NWT	66	1	23	1	35

The provincial distribution of the Sample reflects the list almost perfectly because the response rates in each province are very close. The high percentage of federally regulated companies in Alberta is the result of a large number of transportation companies serving the grain and oil industries.

In Table 2.3, the distribution of companies by company size (number of employees) is shown.

Table 2.3
Distribution of
Federally Regulated Companies by Company Size

	List (3,545 Companies)		Sample (1,950 Companies)		Response Rate
Total Employees	Number	%	Number	%	%
1 - less than 5	1,102	31	492	25	45
5 - 49	1,745	49	1,074	55	62
50 - 99	288	8	164	8	57
100 - 499	289	8	139	7	48
500 - 999	50	1	27	1	54
1,000 - 70,000	71	2	54	3	76

Because employment data is available for only 3,545 of the 4,940 regulated companies, the response rates in this table are artificially high. In general, the List and Sample show comparable distributions with no significant distortions.

However, the 1,595 companies which did not report number of employees is not randomly distributed by size. The companies which responded to this survey but not Labour Canada's earlier effort average 12 employees and less than 2% had more than 50. If we hypothesized that those companies were equally divided between the two smallest categories, the estimated response rate of companies with fewer than 5 employees would be 25.9% compared with 42.3% for companies with 5 to 49 workers.

Turning to the distribution of federally regulated employees, our analysis is limited to comparisons with the 3,545 companies which reported data on numbers of employees. The following tables also include a breakout of the 270 Core companies since it is their employees on which a good deal of the following analysis is based.

Table 2.4 shows the distribution of employees by industry.

Table 2.4
Distribution of
Federally Regulated Employees by Industry

Industry	List (3,545 Companies)		Sample (1,950 Companies)		Core (270 Companies)	
	Number	%	Number	%	Number	%
Transportation	224,068	33	155,596	28	104,509	22
Communications	149,125	22	100,479	18	90,738	19
Mining	18,308	3	18,008	3	8,337	2
Finance	187,228	27	181,791	33	180,512	38
Grain	23,187	3	19,678	4	6,658	1
Crown Corporations (NEC)	84,593	12	79,776	14	78,928	17
Total Number of Employees	686,509		555,328		469,682	

Although transportation companies employ a significant percentage of employees, they do not dominate the employee counts as they do the company counts. The financial group (primarily large banks) were 1.4% of companies but employ 27% of known employees. Crown corporations also employ far more workers than their numbers would suggest primarily because of the inclusion of one company -- Canada Post -- with 66,000 employees.

The distributions show that employees of transportation companies are somewhat under-represented in the Sample while those in Finance are over-represented. This distortion continues with the Core companies but the reader is reminded that companies with fewer than five part-time employees were not eligible for the Core. Many transportation companies would be exempted although they would not account for many employees.

In Table 2.5 the distribution of federally regulated employees across the province in shown.

The Sample closely reflects the List except that Quebec is slightly overrepresented because several very large companies are headquartered in Montreal.

Finally in Table 2.6, the distribution of employees by company size is shown.

Table 2.5
Distribution of
Federally Regulated Employees by Province

	List (3,545 Companies)		Sample (1,950 Companies)		Core (270 Companies)	
Province	Number	%	Number	%	Number	%
Newfoundland	4,866	1	3,375	1	1,051	0
Prince Edward Island	1,459	0	1,026	0	797	0
Nova Scotia	11,463	2	8,912	2	7,484	2
New Brunswick	7,457	1	5,883	1	1,249	0
Quebec	227,138	33	209,110	38	196,597	42
Ontario	318,899	46	244,656	44	210,156	45
Manitoba	17,257	2	13,058	2	6,506	1
Saskatchewan	8,119	1	5,726	1	918	0
Alberta	27,827	4	15,982	3	6,418	1
British Columbia	61,023	9	46,984	8	38,165	8
Yukon & NWT	1,001	0	616	0	341	0
Total Number of Employees	686,509		555,328		469,682	

Table 2.6
Distribution of
Federally Regulated Employees by Company Size

	List (N = 3,545)		Sample (N = 1,950)		Core (N = 270)	
Total Employees	Number	%	Number	%	Number	%
Under 5	2,561	0	1,019	0	0	0
5 - 49	29,780	4	17,000	3	2,538	1
50 - 99	19,571	3	11,166	2	3,782	1
100 - 499	59,241	9	29,372	5	14,076	3
500 - 999	33,712	5	18,900	3	11,848	3
1,000 - 70,000	541,644	79	477,871	86	437,438	93
Total Number of Employees	686,509		555,328		469,682	

Most federally regulated employees work in large companies with 1,000 or more workers. Since large companies were more likely to complete the survey than small ones, the Sample and Core overrepresent the employees of larger companies. The addition of the estimated 20,000 uncounted federally regulated employees to the two smaller company sizes would have very little impact on these distributions.

Summary

The Part-time survey elicited responses from 1,950 of the 4,940 known federally regulated companies in Canada. A response rate of 39.5% is very respectable for an unsolicited mail survey. The 1,950 responding companies employ 555,328 or 80.9% of the 686,509 employees known to work in federally regulated companies. This survey covers a very high percentage of employees under federal jurisdiction.

A Core group of 270 companies provided detailed information on their part-time work force and the benefits provided to full and part-time employees. The Core group was composed of larger companies which employ 469,682 workers or 68.4% of the known total. Key findings in the following chapters are based on a substantial majority of federally regulated employees.

The Sample and Core companies accurately represent eligible companies with the following exceptions. Transportation firms and their employees are somewhat underrepresented; employees of financial institutions are somewhat overrepresented; employees of Quebec companies are somewhat overrepresented and employees of large firms (over 1,000 employees) are slightly overrepresented.

The following chapters must be considered with the understanding that any analysis which focuses on companies is heavily weighted toward smaller companies (80% have fewer than 50 employees). In contrast, any analysis of employees is heavily weighted toward larger companies since at least 85% of employees work for companies with more than 1,000 workers.

Chapter 3

FULL AND PART-TIME EMPLOYMENT IN FEDERALLY REGULATED COMPANIES

Information on the number of full and part-time employees was provided by the Sample of 1,950 companies. In total, they employed 555,328 workers of whom 466,498 (84%) were full-time and 88,830 (16%) were part-time. This breakdown is very close to the national work force which contains about 15% part-time employees.

Table 3.1 shows the distribution of full and part-time employees across industry groups.

Table 3.1
Distribution of
Federally Regulated Full and Part-Time Employees by Industry

	Full-Time Employees (1,950 Companies)		Part-Time Employees (1,950 Companies)	
Industry	Number	%	Number	%
Transportation	128,923	28	26,673	30
Communications	93,143	20	7,336	8
Mining	16,628	4	1,380	2
Finance	141,650	30	40,141	45
Grain	17,337	4	2,341	3
Crown Corporation (NEC)	68,817	15	10,959	12
Total Number of Employees	466,498		88,830	

These figures show that part-time employees are not distributed in the same way as full-timers. Communications companies (not including Canada Post) make less use of part-time employees than the national average while the financial sector (or at least banks) make much more extensive use of part-time employees. The national average is one part-time employee for 5.5 full-time workers. In the communications area the ratio is almost 13 to 1 and in the financial sector it is 3.5 to 1.

Here we encounter the major anomaly in this survey. Companies which completed Part Two of the questionnaire were asked how many part-time employees they had in 1984 in each of four categories -- permanent, seasonal, temporary/casual and other. When those categories are summed and compared to the counts provided by the same companies to a question about total number of part-time employees included in Part One, a significant difference appears for the communications sector. Table 3.2 shows the differences by industry.

Table 3.2
Total Part-Time Employees by Industry
(270 Core Companies)

Industry	Part One	Part Two	Difference
Transportation	18,000	18,307	+307
Communications	6,240	17,637	+11,397
Mining	1,361	1,347	-14
Finance	40,107	40,105	-2
Grain	1,367	1,376	+9
Crown Corporations (NEC)	10,922	10,932	+10
Total Number of Employees	77,997	89,704	+11,707

Communications companies make extensive use of temporary and casual part-time employees -- about 60% of their non-full-time personnel are in that category. Apparently they did not count that group among their part-time employees in Part One but did include them when confronted with the definitions of different types of part-time employees in Part Two.

We have used the part-time counts provided in Part One for this part of the analysis because it is the only measure which is common to the 1,950 companies in the Sample. In later chapters which use data from the 270 Core companies to calculate benefits coverage and costs, the Part Two counts will be used again to maintain comparability.

Full and part-time employment in federally regulated companies according to the province in which company headquarters are located is shown in Table 3.3.

Table 3.3
Federally Regulated Full and Part-Time Employees by Province

Province	Full-Time Employees (1,950 Companies)		Part-Time Employees (1,950 Companies)	
	Number	%	Number	%
Newfoundland	2,743	1	632	1
Prince Edward Island	162	0	864	1
Nova Scotia	7,502	2	1,410	2
New Brunswick	4,178	1	1,705	2
Quebec	179,221	38	29,889	34
Ontario	203,734	44	40,922	46
Manitoba	11,114	2	1,944	2
Saskatchewan	5,235	1	491	1
Alberta	12,536	3	3,446	4
British Columbia	39,581	8	7,403	8
Yukon & NWT	492	0	124	0
Total Number of Employees	466,498		88,830	

The distribution of part-time employees is very similar to the distribution of the federally regulated work force shown in Table 2.5.

Table 3.4 shows the distribution of full and part-time employees by company size.

Table 3.4
Distribution of
Federally Regulated Full and Part-Time Employees by Company Size

	Full-Time Employees (1,950 Companies)		Part-Time Employees (1,950 Companies)	
Total Employment	Number	%	Number	%
Less than 5	677	0	342	0
5 - 49	12,986	3	4,014	5
50 - 99	8,462	2	2,704	3
100 - 499	22,144	5	7,228	8
500 - 999	14,951	3	3,949	4
1,000 - 70,000	407,278	86	70,593	79
Total Number of Employees	466,498		88,830	

Somewhat surprisingly, these data show that large companies are less intensive users of part-timers than average. Although the large majority of all employees work in large companies, only 79% of part-timers work in companies with over 1,000 employees versus 86% of full-time workers. Almost 24% of employees in companies with fewer than 1,000 employees have part-time status.

The Nature of Part-Time Employment

The data base for analysis of part-time employment beyond the distributional statistics discussed above is the 270 federally regulated companies who completed Part Two of the questionnaire. No company with fewer than five part-time employees was asked to complete Part II.

Within the part-time labour force, there are several distinct types of work arrangements which may affect employees' compensation, benefits, job security and opportunities for training and promotion. Three part-time employment categories were defined by us, and employers were asked to group all of their part-timers into those which apply to their workforce. The three categories are:

- **Permanent part-time employees**: employees who work fewer than full-time hours but who usually work a full number of weeks or months per year and are considered permanent or regular employees.

- **Seasonal employees**: employees who work fewer than twelve months per year and who may work part-time or full-time hours during their working weeks.

- **Temporary/Casual employees**: employees who work on an occasional basis, usually for brief periods of time. These range from appointments of several months, such as maternity leave replacements, to periods of a single day or less. (Employers were instructed to exclude personnel who are paid by placement agencies.)

Any part-timer who did not fit into any of these three categories could be designated as "**Other**".

We have information on types of part-timers from 270 Core companies. Of this group, 161 reported having some permanent part-timers; 166 reported some seasonal workers; 157 reported some temporary/casuals; and 28 had some part-timers who were classified as "Other."

The total number of part-time employees accounted for by these 270 companies is 89,704. Table 3.5 shows the numbers of employees in each part-time category by industry.

Table 3.5
Part-time Employees by Job Type and Industry
(270 Companies)

	Permanent		Seasonal		Temporary		Other	
Industry	Number	%	Number	%	Number	%	Number	%
Transportation	2,654	7	10,486	51	4,761	17	406	56
Communications	5,526	14	1,541	7	10,377	37	193	27
Mining	22	0	801	4	524	2	0	0
Finance	23,242	57	6,317	31	10,426	37	120	17
Grain	32	0	981	5	363	1	0	0
Crown Corporations (NEC)	8,963	22	545	2	1,423	5	1	0
Total Number of Employees	40,439	100	20,671	100	27,874	100	720	100

Transportation companies employ the majority of seasonal workers in this survey and almost 60% of their part-time workers are in that category. Communications firms are one of the major employers of temporary/casual workers and almost 60% of their part-time employees are in this category. Financial institutions employ as many temporary workers as communications companies but only 25% of their part-time workers are in this category. Financial institutions are the largest employers of permanent part-timers but they also employ sizeable numbers of seasonals and temporary/casual workers. Crown corporations show a definite preference for permanent part-time workers with over 80% of their part-timers in that category.

The average number of hours per weeks and weeks per year reported for these three types of part-time worker are:

- Permanent part-time: 23 hours per week
  44 weeks per year
  50% of full-time (approximately)

- Seasonals: 34 hours per week
  19 weeks per year
  33% of full-time (approximately)

- Temporary/casuals: 24 hours per week
  20 weeks per year
  25% of full-time (approximately)

These hourly and weekly averages are consistent with the definitions of part-time categories given in the questionnaire. Permanent part-timers work most of the weeks of the year and put in a little more than half-time. Seasonals work about one-third of the weeks in a year and are virtually full-time when employed. Temporary and casual employees work about one-half of the weeks and approximately one-half time each of those weeks.

Wage rates for different categories of part-time employees are shown in Table 3.6.

Table 3.6
1984 Average Wage Rates for Part-Time Categories by Industry
(270 Companies)

	Permanent	Seasonal	Temporary	Total*
Transportation	$10.40	$11.40	$11.55	$11.20
Number of Employees	2,648	8,885	4,610	16,534
Communications	$ 8.60	$ 8.20	$ 8.20	$ 8.30
Number of Employees	3,460	827	9,864	14,354
Mining	-	$ 9.20	$11.10	$ 9.90
Number of Employees	-	801	473	1,296
Finance	$ 8.00	$ 8.95	$ 7.65	$ 8.15
Number of Employees	23,242	6,095	3,458	32,915
Grain	-	$ 9.85	$ 6.90	$ 9.10
Number of Employees	-	931	327	1,283
Crown Corporations (NEC)	$11.95	$ 8.90	$10.45	$11.65
Number of Employees	8,916	498	844	10,677
Total	$ 9.15	$10.20	$ 9.05	$ 9.36
Number of Employees	38,266	18,037	19,579	77,059

The average part-time employee in this sample of federally regulated companies was paid $9.36 per hour in 1984. Much of the variation in wages among categories of part-time employee results from the industry which dominates that type of employment. For example, financial institutions employ 60% of permanent part-timers and, because most of these employees are in clerical positions, average hourly rates in the banks are lower than elsewhere. Transportation companies and crown corporations tend to pay high while communications and financial firms are at the low end.

Readers are again reminded that the Core sample of 270 companies are quite large and 90% of the part-time employees described in these tables work in firms with more than 1000 employees. Pay scales in large companies are likely to be higher than in smaller firms. Wage averages discussed here are not generalizable to all companies -- they are specific to large firms.

*Includes the Other category not reported separately.

Chapter 4

OCCUPATIONS OF PART-TIME EMPLOYEES

Each of the 270 Core companies indicated the number of employees in eight occupational categories. Various studies have indicated that part-time workers tend to be clustered in low-paying "job ghettos" such as clerical, sales and personal service positions. Because the Core companies reported the occupations of full-time and part-time employees separately it is possible to test the part-time "job ghetto" hypothesis for federally regulated companies.

Interpreting data on occupations always requires considerable caution because the categories are often hodgepodges of very diverse jobs. This survey is no exception to the rule because employers were given eight categories with a few examples of the appropriate occupations in each one to classify their entire work force. While there will be differences between companies in the classification of the same occupation, each company will apply the categories consistently to full-time and part-time workers.

The value of these data is in the direct comparisons of full and part-time workers within the sample of 270 Core companies. Comparisons with occupational data for the labour force as a whole are inappropriate because the Core sample is not a representative sample of federally regulated firms and because occupational data is usually collected and coded in a different fashion than used here.

As Table 4.1 demonstrates, the Core companies were very successful in classifying their full-time employees -- 385,047 out of 391,685 were reported. Part-time employees were not as easily dealt with as only 66,011 of the 89,704 were included. Many firms seem to lack good information on their part-time workers as the substantial under-reporting of communications industry part-timers attests. It is the absence of information not the inability to classify occupations which accounts for the absence of about 25% of part-time workers in Table 4.1.

These results demonstrate the virtual absence of part-time employees in professional and managerial positions. While 28% of full-time workers were included in these three categories, only 6% of part-time employees were classified here. By the same token, the Clerical/ Office Worker category was much more common among part-timers than full-time workers. Somewhat surprisingly, equivalent proportions of full- and part-time employees appeared in the Blue Collar category.

Table 4.1
Full- and Part-Time Employees by Occupation
(270 Companies)

	Full-Time			Part-Time		
	Number of Companies	Number of Employees	% of Employees	Number of Companies	Number of Employees	% of Employees
Executives and/or Managers	221	54,998	14	38	333	1
Supervisors eg: head tellers	147	27,158	7	34	1,951	3
Professional/Technical eg: engineers, computer analysts and programers, air traffic controllers, cameramen, newsroom editors	126	25,544	7	75	1,111	2
Clerical and/or Office Workers eg: bank tellers, mail carriers, bookkeepers	209	127,256	33	150	35,021	53
Sales eg: ticket agents, advertising salespeople	118	9,008	2	47	1,275	2
Services eg: flight attendants, chefs, pursers	48	7,852	2	41	1,508	2
Blue Collar Workers eg: mechanics, stevedores, longshoremen, general labourers	129	105,321	27	118	17,192	26
Transport Equipment Operators eg: pilots, co-pilots, navigators, motor vehicle operators	107	15,886	4	97	4,319	7
Other	67	12,024	3	87	3,301	5
Total Number of Employees		385,047			66,011	

It is clear that part-time employees are underrepresented in the more prestigious and better paying managerial, supervisory and professional categories. While several explanations of the skewed distribution of part-timers are plausible, it is unlikely that the barriers which have kept part-timers from advancing into these positions will be easily removed. A more likely course of events would involve the transition from full- to part-time of a significant number of incumbents in these positions. The loss of benefits, particularly pension benefits, may be one of the major stumbling blocks preventing mid-career and older managers and professionals from opting for part-time positions.

Some of the more interesting questions about the occupations of part-time employees are best addressed within specific industries rather than across the entire sample as we have just done. Four industry groups -- transportation, communications, finance and crown corporations -- are large enough to examine.

As Table 4.2 shows, part-time employment in transportation firms shows the same general pattern as the Core sample as a whole. There is, for example, almost no participation by part-timers in managerial and professional categories. However, part-time employees are clustered in Blue Collar occupations rather than in Clerical/Office Worker occupations. Since many of the Blue Collar positions may be unionized, the clustering of part-time transportation workers in that category probably explains why average pay rates are higher than in other industry groups included in this survey.

Table 4.2
Full- and Part-Time
Occupations in Transportation

	Full-Time			Part-Time		
	Number of Companies	Number of Employees	% of Employees	Number of Companies	Number of Employees	% of Employees
Executives	124	7,259	9	21	2	0
Supervisors	78	3,668	4	25	26	0
Professional/ Technical	45	3,832	5	25	36	0
Clerical/Office Workers	110	9,700	12	77	1,536	10
Sales	53	6,406	8	31	746	5
Services	25	6,051	7	29	918	6
Blue Collar	79	28,537	34	88	6,934	46
Transportation	94	15,544	19	86	3,630	24
Other	32	1,847	2	43	1,306	9
Total Number of Employees		82,844			15,134	

Communications workers are shown in Table 4.3.

Table 4.3
Full- and Part-Time
Occupations in Communications

	Full-Time			Part-Time		
	Number of Companies	Number of Employees	% of Employees	Number of Companies	Number of Employees	% of Employees
Executives	55	16,622	20	8	16	0
Supervisors	40	1,666	2	5	10	0
Professional/ Technical	50	9,041	11	35	685	12
Clerical/Office Workers	54	24,212	29	38	2,337	42
Sales	51	2,405	3	12	477	9
Services	14	1,390	2	5	475	9
Blue Collar	23	21,557	26	8	400	7
Transportation	4	115	0	4	17	0
Other	23	5,965	7	30	1,153	21
Total Number of Employees		82,973			5,570	

The true nature of part-time occupations in communications will have to remain a mystery for two reasons. First, 21% of part-time workers were classified as "Other" and, without some additional data on where they should have been placed, the percentages in the other categories must be viewed with suspicion. Second, the 11,000 temporary/casual part-timers which were not in Part One but which appeared in the detailed tallies of part-time employees, have disappeared again. With such large amounts of missing data, any comparison of full- and part-time employees would be misleading.

Occupational classifications in financial institutions are reported in Table 4.4.

Table 4.4
Full- and Part-Time
Occupations in Finance

	Full-Time			Part-Time		
	Number of Companies	Number of Employees	% of Employees	Number of Companies	Number of Employees	% of Employees
Executives	13	29,443	21	5	314	1
Supervisors	6	14,569	10	1	1,900	6
Professional/ Technical	9	7,694	5	5	267	1
Clerical/Office Workers	14	85,554	61	14	30,615	92
Sales	2	116	0	1	0	0
Services	3	358	0	2	15	0
Blue Collar	5	1,189	1	5	96	0
Transportation	1	0	0	1	0	0
Other	3	1,185	1	3	100	0
Total Number of Employees		140,108			33,307	

Although there are virtually no part-time executives, managers and professionals, a significant number of supervisors are part-time. The proportion of supervisors who are part-time is much lower than among clerical personnel, primarily tellers, but the 1,900 part-time supervisors suggest some opportunity for significant advancement among part-time employees.

The other conclusion to be drawn from the financial sector is that the bunching of part-timers in the Clerical/Office Worker category among federally regulated companies results entirely from the occupational distribution in this one industry.

Finally, in Table 4.5 Crown corporations show an overrepresentation of blue collar workers.

Table 4.5
Full- and Part-Time
Occupations in Crown Corporation (NEC)

	Full-Time			Part-Time		
	Number of Companies	Number of Employees	% of Employees	Number of Companies	Number of Employees	% of Employees
Executives	9	1,206	2	3	1	0
Supervisors	5	5,667	8	2	15	0
Professional/ Technical	10	3,584	5	5	84	1
Clerical/Office Workers	10	6,160	9	8	378	4
Sales	3	13	0	2	52	0
Services	2	0	0	2	84	1
Blue Collar	6	49,955	72	5	8,902	88
Transportation	2	40	0	1	0	0
Other	4	3,057	4	3	567	6
Total Number of Employees		69,682			10,083	

Since Canada Post dominates this group of companies, the most frequent full-time and part-time occupations are letter carriers and inside sorting and distribution personnel. Again there is very little participation by part-time employees in management and professional categories.

When considering the four industry groups together, it becomes clear that the dominant part-time occupations in each industry are the most common full-time occupations. In each case a higher percentage of part-timers occurs in that category than full-time employees. In other words, either because of the fluctuating nature of work or the desire to avoid the salary and benefits costs of full-time employees, companies have preferred growth of the major component of their work force through part-time employment.

Chapter 5

JOB TENURE, TRAINING AND PROMOTIONS

Probation

When new full-time employees are hired, they often begin the job in a probationary status and do not become permanent employees until after a set period is successfully completed. Probation allows the employer to observe the performance of the worker before making a longer term commitment.

Table 5.1
Probationary Periods of Full-Time and Part-Time Workers
(270 Companies)

		Probationary Period			
Job Category	None	1 to 10 weeks	11 to 20 weeks	24 or more weeks	Number of Companies
Full-Time	26%	13%	48%	13%	232
Permanent Part-Time	52	7	34	6	157
Seasonal	75	10	13	2	164
Temporary/Casual	76	8	14	2	155

The smaller number of responding companies for this question is the result of significant numbers of companies not having certain categories of part-time employees. In fact the response rate is quite high -- 157 out of 161 with permanent, 164 of 166 with seasonal and 155 of 157 with temporary.

As Table 5.1 demonstrates, most full-time workers do serve a probationary period but most part-timers do not. The average probationary period for full-time employees is 10 weeks and the modal period is 12 weeks. Permanent part-time employees are treated more like full-timers than the other categories but more than one-half have no probationary period. The most common period for those with probation is also 12 weeks. Most seasonal and temporary/casual workers (75%) do not have a probationary period but, again, 12 weeks is common for those who do.

Promotions

Part-time workers may not have the same opportunities for advancement as those in comparable full-time positions. Companies were asked whether they had promotional policies for part-timers and whether promotions were less frequent for part-timers than full-time employees. The results are shown in Table 5.2.

Table 5.2
Promotional Opportunities for Part-Time Employees

Part-Time Category	No Policy for Part-Time Promotion	Promotions less frequent than Full-Time	Promotions as frequent as Full-Time	Number of Companies
Permanent	18%	40%	42%	141
Seasonal	28%	42%	30%	137
Temporary/ Casual	23%	50%	27%	133

If we assume that companies which indicated no promotion policy and then did not answer the follow-up question on frequency of promotion do not promote part-timers, these results fit the usual pattern. Promotional opportunities for permanent part-timers are more like full-time employees than the other two groups. Seasonal and temporary workers are quite similar in their status. However, taken together, part-time employees have substantially fewer opportunities for advancement than full-time employees.

Job Training

Another area of potential difference in the treatment of part-time workers is in training opportunities. Companies were asked if different categories of part-time employees had organized training programs available and/or retraining programs which might avoid layoffs.

Table 5.3
Training Opportunities for Part-Time Employees

Part-Time Category	Percentage of Companies Offering Part-Time Employees: Formal or On-the-job Training Programs	Retraining Programs	Number of Companies
Permanent Part-Time	81%	38%	150
Seasonal	68%	15%	158
Temporary/Casual	61%	15%	149

The interpretation of these results is hampered somewhat by the lack of comparable data for full-time employees. However, one cannot help but be impressed by the availability of training programs to all part-time categories. Retraining was much less frequently available, but most companies probably do not provide this option to their full-time workers. As expected, seasonal and temporary workers have more limited access to training than permanent part-timers. Consequently, it appears that part-time employees are not as disadvantaged with regard to job training as they are in other areas.

Transfers between Full-time and Part-time Status

Companies were asked whether part-time employees could change to full-time status and if full-time workers could change to part-time. 90% of the 270 companies indicated that part-time employees could become full-time workers, while 79% indicated that full-time employees could become part-time. These high percentages suggest that those companies which responded in the negative were indicating that the company had a formal policy against such transfers. It is interesting that twice as many companies have policies that prevent full-timers from becoming part-time than the reverse.

Chapter 6

PAST AND FUTURE EMPLOYMENT TRENDS FOR FULL- AND PART-TIME WORK IN THE FEDERAL JURISDICTION

Federally regulated companies which completed the detailed questionnaire were asked whether their full- and part-time workforces have decreased or increased over the past two years. Respondents were answering this question in mid-1985, reflecting on the 1983-1985 time period. That is, they were describing a period when Canada was recovering from its worst recession in fifty years.

As expected, many companies indicated increases in both their full-time (38%) and their part-time workforce (48%). While employment in both categories grew substantially in a strong recovery, part-time employment showed the largest increases as it did in the labour force as a whole.

An industry by industry comparison (see Table 6.1) shows that this pattern -- good overall employment growth which is somewhat stronger in the part-time than full-time workforce -- characterizes the transportation, communications and grain industries. Among mining companies, growth in the two categories appears to be approximately equal.[1]

Crown corporations indicated a downsizing of their full-time workforce and a modest increase in part-time employment. This is the only industry in which no company reported growth of 10% or more in any category. Clearly many Crown corporations are becoming less prominent employers as they attempt to rationalize their personnel and reduce expenditures.

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[1]Company data by industry on issues dealt with in the second part of the questionnaire may not be reliable because of the small number of companies in some categories. Industry samples were: Transportation - 156, Communications - 62, Mining - 9, Finance - 16, Grain - 15, Other Crown corporations - 12.

Table 6.1
Recent Changes in Full-Time and Part-Time Employment by Industry

	Changes in Workforce in Last Two Years				
	Decrease		No Change	Increase	
	10%+	LT 10%		LT 10%	10%+
All Companies					
Full-Time	8%	19%	35%	24%	14%
Part-Time	7	9	35	28	20
Transportation					
Full-Time	9	11	44	21	15
Part-Time	8	8	38	26	20
Communications					
Full-Time	2	28	25	30	15
Part-Time	5	7	33	35	18
Mining					
Full-Time	0	33	11	44	11
Part-Time	11	22	22	33	11
Finance					
Full-Time	18	36	9	18	18
Part-Time	0	9	9	18	63
Grain					
Full-Time	7	29	36	21	7
Part-Time	0	21	43	21	14
Other Crown Corps					
Full-Time	27	27	18	27	0
Part-Time	18	9	36	36	0

Financial institutions show a completely different pattern. Most of them are holding the line or downsizing their full-time contingents while experiencing rapid growth in part-time employment. Seven of eleven companies report part-time increases of 10% or more. It is this industry which has powered the more rapid growth of part-time employment over the last two years.

Hiring intentions for the next two years (through mid-1987) are shown in Table 6.2. Two differences stand out in comparing the expectations of future growth of all companies to the responses from the past two years. First, employment growth in the near future will not

be as robust as in the recent past. Only 31% of these companies expect expanding full-time work forces in the future compared to 38% in the past. Only 32% anticipate growth in part-time compared to 48% over the last two years. Overall, full-time and part-time employment will continue to grow but at slower rates than in the last two years.

Second, full-time and part-time employment appear to be set to grow at about the same rate in the future -- a direct contrast to the last ten years (excepting 1984). We may be entering a period in which part-time employment growth keeps pace with, rather than leads, general employment growth at least among federally regulated companies.

While this second conclusion may hold for the majority of the Core sample of 270 companies, it does not apply to the financial sector. In this sector, part-time employment growth is expected to continue to exceed full-time growth for the next two years. Thus financial institutions will employ a growing share of all federally regulated employees over the next few years.

Table 6.2
Expected Changes in Full-Time and Part-Time Employment by Industry

	Expected Changes in Employment in Next Two Years				
	Decrease		No Change	Increase	
	10%+	LT 10%		LT 10%	10%+
All Companies					
Full-Time	4%	12%	53%	22%	9%
Part-Time	7	9	51	22	10
Transportation					
Full-Time	3	8	56	21	11
Part-Time	8	6	51	24	11
Communications					
Full-Time	2	13	57	21	7
Part-Time	2	7	65	22	4
Mining					
Full-Time	0	33	22	44	0
Part-Time	11	33	22	11	22
Finance					
Full-Time	18	9	18	45	9
Part-Time	0	9	9	45	36
Grain					
Full-Time	0	15	77	8	0
Part-Time	8	31	54	0	8
Other Crown Corps					
Full-Time	9	36	27	18	9
Part-Time	18	9	55	18	0

If a significant part of the rapid growth in part-time employment over the last ten years was driven by slow rates of real economic growth interrupted by recessions, then a slowdown in the relatively higher growth in part-time employment is consistent with recent economic forecasts suggesting an extended period of at least moderate growth (3 to 3.5% per year). With the exception of the financial sector, the period of rapid growth in labour market share for part-time workers may be at an end.

Chapter 7

CHARACTERISTICS OF PART-TIME EMPLOYEES

While the Wallace Commission reported high levels of employer satisfaction with the productivity and general performance of part-time workers, it is not uncommon to hear negative opinions about the value of part-time compared to full-time workers. Federally regulated companies were asked to compare them on four characteristics: productivity; job commitment; absenteeism; and turn-over rates. Distinctions were made among permanent, seasonal and temporary or casual part-time employees because it was expected that employers' evaluations of these groups might differ.

Table 7.1 indicates that 90% of the companies think permanent part-timers are at least as productive as full-time employees, while about 70% say the same of seasonal and temporary part-timers.

Table 7.1
Productivity of Part-Timers Relative to Full-Timers

	Compared to Full-Timers			
	More Productive	Equally Productive	Less Productive	Number of Companies
Permanent Part-Timers	8%	82%	10%	155
Seasonal Employees	6	65	29	156
Temporary/Casual Employees	3	68	30	157

These figures confirm the positive reports of the Canadian employer associations cited by the Wallace Commission, and of a survey of American employers cited in the same document. When permanent part-time workers are being discussed, all research indicates that employers find them as productive as full-time workers. While the majority of companies rate seasonal and temporary workers as productive as full-timers, almost one-third of these companies view them as less productive.

Table 7.2 indicates very similar results when the characteristic in question is job commitment. The figures indicate that 84% of employers think that the permanent part-timers are as committed to their jobs as are the full-time workers; and two-thirds of the respondents believe

that seasonals and temporaries are as job-committed as full-timers. Again, one in three companies rates the commitment of seasonal and temporary workers negatively.

Table 7.2
Job Commitment of Part-Timers Relative to Full-Timers

	Compared to Full-Timers			
	More Committed	Equally Committed	Less Committed	Number of Companies
Permanent Part-Timers	7%	77%	16%	155
Seasonal Employees	5	61	34	158
Temporary/Casual Employees	3	65	32	159

Table 7.3 demonstrates that absenteeism is not perceived by these employers to be a problem among part-time employees. In fact, one-third or more of employers rate all types of part-timers as having lower absenteeism than full-time employees. Lower or equal absenteeism rates are reported for permanent part-timers by 92% of companies, and for seasonals and temporaries by 84% and 82% respectively. The results for seasonals and temporaries are surprising given the differences in the perceived productivity and commitment between part-timers and other categories. A slightly higher proportion of companies did indicate higher absenteeism rates for seasonal and temporary workers but, on balance, part-timers compare very favourably with full-time workers.

Table 7.3
Absenteeism Rates of Part-Timers Relative to Full-Timers

	Compared to Full-Timers			
	Lower	Equal	Higher	Number of Companies
Permanent Part-Timers	37%	55%	9%	139
Seasonal Employees	34	50	16	141
Temporary/Casual Employees	37	45	18	131

The rating of comparative turnover rates shown in Table 7.4 reveals a different pattern. For permanent part-timers the percentage of favourable responses drops from the 84%-92% range of the previous ratings to 69%; it is just over 50% for seasonals; and less than one-half for temporaries.

Table 7.4
Turnover Rates of Part-Timers Relative to Full-Timers

	Compared to Full-Timers			Number of Companies
	Lower	Equal	Higher	
Permanent Part-Timers	23%	46%	31%	136
Seasonal Employees	15	36	49	141
Temporary/Casual Employees	11	31	58	139

Seasonal and temporary employees are likely to have higher turnover rates than full-time workers because many workers will take such positions only as a substitute for regular work. When a more enduring or secure position becomes available, it is understandable that many would quit their seasonal or temporary job immediately.

The finding that nearly one-third of these companies say permanent part-timers have a higher turnover rate than full-timers is more surprising, since their jobs are defined as permanent. Not only are the positions held by these employees of longer duration and more secure than other part-time employees, but many observers believe that these employees prefer part-time work rather than use it as a substitute for unavailable full-time employment.

Taken together, the company ratings of part-time employees relative to full-timers paints a mixed picture. Part-timers are viewed on average as slightly less productive and slightly less committed to their jobs. They (part-timers) have better absenteeism records than full-timers, but have higher turnover rates. On all of these dimensions, permanent part-timers were rated significantly higher than seasonal and temporary workers.

We expect that the survey of part-time employees now underway as part of this project will clarify the motivations and job perceptions of part-time workers.

Chapter 8

COLLECTIVE AGREEMENTS

Companies were asked whether or not their full-and part-time employees are covered by collective agreements. Table 8.1 reports the companies which have such collective agreements for different categories of part-time employees. Such agreements may cover anywhere between 1% and 100% of the workers in an occupational group.

Please note that this table and all others in this chapter are based on numbers and percentages of companies not employees. Over half of the companies in the Core sample of 270 have fewer than 50 full-time employees and very few of them are unionized as shown below.

Number of Full-Time Employees	Percentage of Companies with Collective Agreements
Less than 5	18%
5-49	23
50-99	53
100-499	55
500-999	55
1,000 to 60,000	80

Had these tables been constructed using numbers of employees rather than companies (a computationally difficult task), the percentages would have been much higher. Over 90% of the almost 500,000 employees covered by this survey work in companies with more than 1,000 employees. The main value of these tables is to show the relative coverage of full-time and part-time categories.

Table 8.1
Percentage of Companies with Collective Agreements Covering a Job Category
(270 Companies)

Occupations	Average percentage of each occupational group covered by a Collective Agreement			
	Full-Time Employees	Permanent Part-Time Employees	Seasonal Employees	Temporary/ Casual Employees
Supervisors	7	1	1	1
Professional/Technical	11	2	0	0
Clerical and/or office employees	21	6	3	7
Sales	6	3	3	1
Services	5	1	1	1
Blue collar employees	21	9	10	8
Transport Equipment Operators	11	3	4	3
Other	6	3	0	0

Most employees in this sample are not covered by collective agreements. In fact, 60% of the surveyed companies have no collective agreements whatsoever with any of their employees. Of those workers who are covered, the full-timers most likely to have collective agreements are blue collar and clerical workers where 21% of companies include them in collective agreements. Coverage of part-time workers is thinner still. In general, the percentage of companies who have collective agreements with full-time workers is two to three times that for part-timers, but in all occupations and all work status categories, including full-time, coverage is the exception.

Finally, Table 8.1 makes evident the fact that occupation is more significant than part-time work status (permanent, seasonal or temporary) in determining whether or not part-timers are covered by collective agreements. Thus, the percentage of collective agreements which cover all three kinds of blue collar part-timer is nearly equal -- the permanent part-timers have no advantage over seasonal or temporary employees.

Companies were asked whether any collective agreements they have with their full-time work force limit the number or percentage of part-time workers permitted in any of the occupational categories. As Table 8.2 indicates, the overwhelming majority of responses were negative. The highest percentage of affirmative responses (none of them given by more than 16% of respondents) was for sales, blue collar, and transport equipment operators.

Table 8.2
Percentage of employers who have collective agreements limiting part-time penetration

Occupation	% of Companies
Supervisors	5
Professional/Technical	6
Clerical	8
Sales	16
Services	4
Blue Collar	13
Transport Equipment Operators	11
Other	4

Lastly, we asked whether or not probation, promotion, training, and retraining and job security are covered by any collective agreement. Table 8.3 reports the results.

It is a minority of employers which has any of these programs covered by collective agreement, even for full-time workers. Overall, the percentage of employers with clauses in collective agreements covering these programs and policies is two to three times higher for full-time than part-time employees.

For full-time workers and for permanent part-timers, probationary periods are the most likely of the five areas to be covered by collective agreements. For all categories of work, the least likely of these areas to be included in collective agreements is job retraining.

The sample of employers surveyed is not highly unionized. Sixty percent have no collective agreement. Of the 40% which do, most apparently do not cover a wide range of occupations, and most do not cover all workers in an occupational/work status. Coverage of part-time workers is considerably lower than coverage of full-timers. Part of the explanation for these low figures can be found in the low rate of unionization in certain industries in the federal jurisdiction, such as finance.

Another important contributing factor is the proportion of small companies (those with fewer than fifty full-time employees). Half of the responding employers are of this size, and companies of under fifty are unlikely to be unionized.

Table 8.3
Company Programs and Policies Covered by One or More Collective Agreement(s)

	% of employers with agreements covering most employees by program and work status					
	Probationary Periods	Promotion Policies	Training Programs	Retraining Programs	Job Security	Number of Companies
Full-Timers	27%	21%	18%	16%	21%	270
Permanent Part-Time Employees	13	11	9	7	10	161
Seasonal Employees	10	10	7	5	8	166
Temporary/Casual	10	10	9	5	7	157

Chapter 9

COMPENSATION OF FULL-TIME AND PART-TIME EMPLOYEES

Wage rates for part-time workers were discussed earlier in this report (see Chapter 3 and Table 3.6) but no comparisons were made with full-time employees in comparable positions. Because pay equity is an issue in the debate on part-time employment, companies were asked four questions about the compensation of full-time and part-time workers. Three compensation issues were investigated -- pay levels, salary increases and severance pay.

Table 9.1 shows the results of a question about salary levels of part-time employees relative to full-timers with equivalent jobs and seniority. Distinctions were made between salaried and hourly employees because our pretest suggested that companies might pay them on a different basis.

Table 9.1
Comparison of Pay Rates for Part-Timers Versus Equivalent Full-Timers

	Higher %	Same %	Lower %	Number of Companies
Salaried Part-Timers				
Permanent	9	76	16	58
Seasonal	4	49	47	55
Temporary/Casual	2	66	32	56
Hourly Part-Timers				
Permanent	3	65	32	121
Seasonal	4	57	38	122
Temporary/Casual	2	55	43	127

The group with greatest salary parity to full-timers is the salaried, permanent part-timers. Eighty-five percent of employers report that these employees are paid as much as or (in 9% of cases) more than equivalent full-timers. For all other classes of part-time employees, the gap is larger. Between 32% and 47% of the respondents described lower pay rates for all of these types of part-time employees.

This response from federally regulated employers differs from that reported by the Wallace Commission, where "over 80 percent of employers surveyed said they gave equal compensation to full-time and part-time employees inasmuch as the same hourly wage scale applied to part-time and full-time workers doing basically the same jobs, or, a full-time salary was translated to an equivalent hourly wage" (Part-time Work in Canada, p. 129).

It may be that many companies pay part-timers the equivalent starting hourly rate for full-time employees rather than the average hourly rate of full-timers doing a job. Thus companies could have indicated equivalent hourly rates to the Wallace Commission and wage differentials in this survey without being inconsistent.

In Table 9.2, a lower but significant minority of employers indicated that salary increases are less frequent or smaller for part-timers than full-timers. Again permanent part-timers are the most likely to receive increases comparable to full-timers.

Table 9.2
Comparative Size and Frequency of Salary Increases for Part-Timers Versus Full-Timers

	Same %	Less Frequent or Smaller %	Number of Companies
Permanent Part-Timers	78	22	148
Seasonal Employees	69	31	137
Temporary/Casual	65	35	136

Lastly, employers were asked whether severance pay is provided for full- and part-time employees, in case of layoff or termination of employment. As Table 40 indicates, three-quarters of responding employers provide severance pay for full-timers; while under half do so for permanent part-timers; one-quarter do so for seasonals; and fewer than one-fifth do for temporary/casuals.

Table 9.3
Severance Pay for Full-Time and Part-Time Employees

	Yes Provided %	No, Not Provided %	Number of Companies
Full-Timers	75	25	207
Permanent Part-Timers	45	55	152
Seasonal	25	75	156
Temporary/Casual	17	83	156

In the area of severance pay, part-time employees in all categories clearly do not enjoy the same largess as their full-time counterparts.

These data suggest that the majority of part-time employees receive comparable pay to full-timers. However, approximately one-third are paid at lower rates than equivalent full-time employees. As usual, permanent part-timers are much closer to pay parity than seasonal and temporary employees. In one area, severance pay, part-time workers are treated less favourably than full-timers.

Chapter 10

BENEFITS COVERAGE OF FULL-TIME AND PART-TIME EMPLOYEES

Comparisons of the benefits received by full and part-time employees in federally regulated companies begin with an examination of the numbers of companies and jobs covered by different benefit plans. Table 10.1 shows the percentage coverage for the six benefits not mandated by legislation but usually received by full-time workers.*

As in previous chapters, distinctions are made among four categories of part-time employees because, as Table 10.1 makes clear, they receive different benefit packages as well as different treatment in other aspects of employment.

It is also the case that the percentage of employees or jobs covered by benefits is usually significantly higher than the percentage of companies offering the benefit. This difference occurs because larger companies almost always have more generous benefits plans than their smaller counterparts. Even though companies with less than five part-time employees are excluded from this part of the survey, many smaller firms are included. Over 50% of the 270 companies have fewer than fifty full-time workers.

Of the 270 companies completing this phase of the survey, 47 or 17% provide no benefits for full-time employees. Almost all of the no benefits companies are in the transportation industry and they are quite small. On average, these 47 companies employ about 10 full-time employees and in total account for 0.1% of the jobs covered by this survey.

Each of the six benefits is provided to full-time employees by between 56% and 77% of all companies -- 53% providing all six. In excess of 95% of full-time jobs are covered for each benefit and dental insurance is the only benefit not available to more than 99% of federally regulated, full-time employees. In short, with the exception of the 4% of employees not covered by a dental program, benefits coverage is almost universal for full-time, federally regulated employees.

The part-time employees situation is quite different. Permanent part-timers have much better coverage than the other categories but short-term disability is the only benefit where coverage is comparable to

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*Coverage of government medical insurance is not included in the following tables because it is mandatory in some provinces. The cost of extending the benefit is computed in the following chapter.

Table 10.1
Benefit Coverage of Full-Time and Part-Time Employees
(270 Companies)

Benefits	Full-Time		Part-Time Permanent		Seasonal		Temporary		Other	
	Companies %	Employees %	Companies %	Employees %	Companies %	Employees %	Companies %	Employees %	Companies %	Employees %
Short-Term Disability	70	99	25	95	14	48	11	24	0	0
Long-Term Disability	67	99	17	56	6	14	3	2	0	0
Life Insurance	75	99	26	50	10	20	6	5	4	4
Extended Health	77	99	29	79	9	20	7	6	4	3
Dental Plan	65	96	23	77	5	16	4	3	0	0
Pension	56	99	16	27	7	22	3	2	0	0
Total	270	392,242	161	40,439	166	20,671	157	27,874	26	720

full-time employees. Pension benefits are the least widely available (and most expensive) of the six. Only 16% of companies offer pension coverage and 27% of jobs are covered. All other benefits cover 50% or more of permanent part-time employees.

Seasonal part-time employees receive significantly fewer benefits than permanent part-timers. Between 16% and 26% of these employees receive each benefit with the exception of short-term disability which covers almost 50% of seasonal workers.

Short-term disability is almost the only benefit received by a significant number of temporary/casual workers and it covers only 24% of that group. The other five benefits are enjoyed by a small minority -- about 5% of this type of part-time worker.

The "Other" category is not only small in number of workers but they receive minimal benefit coverage. As a result, we will ignore this category of employee in the following tables which compare benefits provided by different industries.

In general, permanent part-time employees receive significantly fewer benefits than full-time workers. Short-term disability insurance is the most common benefit received by part-timers and pensions are the least frequent. Permanent part-time employees receive better treatment than other categories of part-time employees. We estimate that on average, permanent part-timers receive about 65% of the coverage of full-time employees; seasonal part-timers about 25% and temporary/casual employees about 7%.

Table 10.2 shows the proportion of permanent part-time positions which are covered by various benefits in each industry. The Mining and Grain industry groups did not have enough employees in this category to warrant inclusion.

The most immediate impression created by these results is of large inter-industry differences. Transportation, for example, has lower coverage than the other industries for most benefits, while Communications is often higher. Financial institutions, the major employer of permanent part-time workers, provide good benefits with the exception of pensions. Crown corporations have almost universal coverage for several benefits but provide no life insurance or company pension (one crown corporation is an exception but has very few part-time jobs).

Seasonal workers receive significantly fewer benefits from their employers than permanent part-time workers as shown in Table 10.3.

Short-term disability covers about one-half of seasonal employees (except in the Grain sector) but all other benefits cover only one in five seasonal workers.

Table 10.2
Benefit Coverage of Permanent Part-Time Employees by Industry
(161 Companies)
(Percent of Employees)

Benefits	Transportation %	Communications %	Finance %	Other Crown Corporations %	All Industries %
Short-Term Disability	43	90	99	99	95
Long-Term Disability	9	36	50	98	56
Life Insurance	50	36	71	0	50
Extended Health	50	90	71	99	79
Dental Plan	31	90	71	98	77
Pension	14	89	24	0	27
Number of Employees	2,654	5,526	23,242	8,963	40,439

Table 10.3
Benefit Coverage of Seasonal Part-Time Employees by Industry
(166 Companies)
(Percent of Employees)

Benefits	Transportation %	Communications %	Mining %	Finance %	Grains %	Other Crown Corporations %	All Industries %
Short-Term Disability	32	35	96	77	2	62	48
Long-Term Disability	15	34	93	0	0	0	14
Life Insurance	31	1	94	0	0	9	20
Extended Health	31	1	96	0	0	9	20
Dental Plan	30	0	20	0	0	7	16
Pension	30	34	93	0	0	0	22
Number of Employees	10,486	1,541	801	6,317	981	545	20,671

Table 10.4
Benefit Coverage of Temporary/Casual Part-Time Employees by Industry
(157 Companies)
(Percent of Employees)

Benefit	Transportation %	Communication %	Mining %	Finance %	Grains %	Other Crowns %	All Industries %
Short-Term Disability	11	0	80	46	0	45	24
Long-Term Disability	0	0	34	0	0	27	2
Life Insurance	10	5	78	0	4	0	5
Extended Health	10	5	48	2	4	27	6
Dental Plan	10	0	34	2	4	0	3
Pension	7	0	34	0	0	0	2
Number of Employees	4,761	10,377	524	10,426	363	1,423	27,874

Mining companies provide better coverage for seasonal workers than the other industries. Transportation companies are the dominant employer of seasonal workers (at least within the federal jurisdiction) and their coverage is highly correlated with company size. Ten percent of the 156 transportation companies in this sample provide a broad range of benefits. Approximately 30% of the seasonal jobs are within these companies. The remaining 90% of companies provide very little in the way of benefits for seasonal workers.

Lastly, Table 10.4 shows industry by industry coverage of Temporary and Casual jobs.

Again short-term disability is the most widely available benefit covering 24% of jobs. In some industries, it is the only benefit which employees receive.

Communications and financial companies are the major employers of temporary workers. With the exception of the 46% coverage of short-term disability in financial institutions, neither of these sectors provides any benefits to temporary or casual employees. Mining again stands out as the most generous provider of benefits to part-time employees.

Summary

Although the proportion of the 270 federally regulated companies providing different benefits to their full-time workers varied between 56% (pensions) and 77% (extended health), over 95% of full-time workers were covered by all six of the benefits which were studied. The twenty largest companies in this survey employ 87% of the full-time workers. Since these companies have generous benefit plans, the vast majority of full-time workers receive most benefits.

Coverage of part-time workers varies by type of worker. A majority of permanent part-time jobs were covered by benefits (except for pensions). A minority of seasonal workers -- usually about 20% -- were covered by these benefits while most temporary and casual workers received no benefits.

Aggregating across different part-time categories, the following comparison emerges:

	Percent of Employees Covered	
Benefit	Full-Time	Part-Time
Short-term Disability	99	62
Long-term Disability	99	30
Life Insurance	99	29
Extended Health	99	43
Dental	96	40
Pensions	99	18

Part-time employees are at a disadvantage on all benefits but the gap is largest for pensions which, not surprisingly, are the most costly for a company to provide.

Chapter 11

THE COST OF BENEFITS

In order to calculate the cost of providing prorated benefits to part-time employees, it is first necessary to arrive at the cost of providing each benefit to full-time employees in the surveyed companies. Full-time benefit costs were either reported directly by employers or were calculated from the descriptive information companies furnished. (For a description of formulae used to calculate benefits, see Appendix I.) A total of 223 companies out of 270 report that they give one or more benefits to full-time workers. The remaining 47 companies (17%) give no benefits.

Table 11.1 shows company costs of providing seven benefits to full-time employees. Two sets of calculations are shown. The first column shows the cost of the benefit as a percentage of full-time wages in those companies which provide that benefit. These figures are an estimate of the average benefit cost to companies. Note that the companies which do provide these benefits tend to be large. As a result, they experience slightly lower aggregate costs for most benefits (government medical and pensions are exceptions) because the risk is shared across a larger group. At the same time, larger companies usually opt for more generous benefit programs than smaller companies and, as a result, may pay more for each individual benefit. It may be that these two biases cancel each other out and the figures in the first column are a good estimate of the cost of a benefit to an average company.

The second column shows the cost of each benefit as a percentage of the full-time wages of all 270 companies. These are estimates of the total cost to this sector of the economy of providing benefits. These calculations include the 47 companies which provide no benefits. Generally, companies without benefits are small; consequently, their inclusion has only a marginal impact on the cost estimates.

Table 11.1
1984 Company Costs for Benefits to Full-Time Employees

	% of Full-Time Wages in Companies which provide Benefit	% of Full-Time Wages in all Companies (270 companies)
Short-term Disability	2.00%	1.90%
Long-term Disability	1.14	1.12
Life Insurance	0.28	0.28
Government Medical	0.53	0.43
Extended Health	0.36	0.29
Dental Insurance	0.92	0.86
Pension	6.08	5.13
Total	11.31%	10.01%

We have included the cost of government medical benefits in these calculations even though it was not discussed in the previous chapter on coverage. In Alberta, British Columbia, Ontario and the Yukon, employed individuals are responsible for their own government medical premiums which are usually paid through the employer. Many companies pay some or all of this premium as an employee benefit. Because companies were not asked to detail their work force by province, a precise calculation of costs cannot be obtained. We have estimated the costs of this benefit by making some assumptions about the distribution of employees across provinces. As a result, the estimates of the cost of government medical might be off by as much as 0.2% but that magnitude of possible error has little impact on our conclusions.

Pension plans at 6.08% are responsible for more than one-half of the costs of all benefits. Short-term disability is the next most expensive but costs only 2% of payroll. The other five benefits are relatively inexpensive. In total, these seven benefits would cost approximately 11.3% of full-time wages in an average company offering all of them. Benefits cost approximately 10% of salaries paid by the 270 federally regulated companies who completed the full questionnaire.

In Table 11.2 the actual costs of providing these seven benefits to part-time employees is reported. Costs are reported separately for permanent, seasonal and temporary/casual part-time categories. Workers in the "Other" category have been combined with "Seasonal" because the available data suggest that the two groups are alike in work schedules and benefit coverage.

Table 11.2
1984 Company Costs for Benefits to Part-Time Employees

	Permanent % of Wages	Seasonal % of Wages	Temporary % of Wages	All Part-Time Employees % of Wages
Short-term Disability	1.89	1.09	0.48	1.42
Long-term Disability	0.92	0.17	0.03	0.57
Life Insurance	0.16	0.05	0.02	0.11
Goverment Medical	0.32	0.11	0.04	0.21
Extended Health	0.25	0.05	0.02	0.16
Dental Insurance	0.73	0.12	0.03	0.45
Pensions	1.96	1.22	0.13	1.43
TOTAL	6.23	2.81	0.75	4.35

Most permanent part-time employees receive benefits which are similar to full-time benefits with the notable exception of pensions. Some seasonal part-timers receive these benfits but only in the case of short-term disability are the majority of workers covered. Temporary/ casual part-time workers receive almost no benefits. Overall, these seven benefits cost 6.23% of wages for permanent part-timers, 2.81% for

seasonals and 0.75% for temporary and casual workers. For all part-time workers, benefits cost these companies 4.35% of total part-time wages in 1984.

Finally, Table 11.3 shows the additional costs of prorating benefits for part-time workers to match levels of full-time employees. As expected, the extension of pension benefits is the most expensive item. It accounts for over 80% of the prorating costs for permanent part-time, compared with 53% for seasonals and temporary part-timers. For all part-time employees, prorating pensions accounts for 64% of the total costs of extending benefits.

In 1984, the 270 companies spent 10% of full-time wages on these seven benefits for their full-time employees. They also spent 4.35% of part-time wages on these fringe benefits for part-time workers. The cost of prorating this group of seven benefits for part-time employees in this sample would be 5.78% of the total wage costs for those employees. Prorating for permanent part-timers would cost 3.87% of their wages; 7.34% for seasonals and 9.43% for temporary employees.

From a different perspective, prorating benefits to part-time employees in 1984 would have been 0.44% of total wages paid by the companies. Prorating for permanent part-timers would have been 0.17% of total wages; 0.13% for seasonals and 0.14% for temporary employees.

Table 11.3
1984 Costs of Prorating Benefits to Part-Time Employees

	Permanent % of Wages	Seasonal % of Wages	Temporary % of Wages	All Part-Time Employees % of Wages
Short-term Disability	0.11	0.91	1.52	0.58
Long-term Disability	0.18	0.93	1.07	0.53
Life Insurance	0.14	0.25	0.28	0.19
Goverment Medical	0.12	0.34	0.42	0.23
Extended Health	0.04	0.25	0.29	0.14
Dental Insurance	0.14	0.78	0.88	0.43
Pensions	3.14	3.88	4.97	3.68
TOTAL	3.87	7.34	9.43	5.78

An Important Caveat

Estimating the cost of extending benefits to part-time employees by using the costs of benefits to full-timers requires the assumption that a part-time employee will consume the benefit in proportion to the time he or she works. For certain benefits, such as pensions, this assumption causes no problem because the benefit is limited by the contribution. In other cases, the assumption is not appropriate. A seasonal employee who had dental coverage during a three-month employment period would probably defer all dental work until that period. The cost of coverage for those three months would not be 25% of full-time coverage but substantially higher perhaps 90% of full-time coverage.

For those benefits which allow the employee discretion in scheduling expenditures, the estimates derived by using the prorating to full-time approach may be too low. Estimates for seasonal and temporary workers are especially suspect.

Chapter 12

ARE BENEFITS FOR PART-TIME EMPLOYEES FEASIBLE?

One of the issues which must be addressed in any policy debate on the merits of prorating benefits to part-time workers is the feasibility of such action. Regardless of the merits of the principle of equity in the work place, policy decisions must be informed by the practicality or perceived practicality of any new legislative action. This point is particularly relevant to the part-time benefit issue because many companies have stated that they either cannot afford better benefits or do not have the capability to administer them to part-time employees.

Companies which provided benefits to full-time employees were asked:

> "In your opinion, which of the following benefits are **feasible** - regardless of whether you feel they are appropriate - for your organization to include in a benefits package for part-time employees?"

The feasibility of each of the seven benefits discussed in the previous chapter was rated separately for each category of part-time employee, i.e. permanent, seasonal and temporary. If the respondent felt that the benefit was not feasible, he or she indicated whether the problems were related to costs or administrative difficulties. Although this question taps the personal judgement of the individual completing the questionnaire, the responses provide some insight into the probable reaction of employers to policy changes.

In evaluating the following tables, the reader should be aware that the 46 companies which provided no benefits to full-time workers were <u>not</u> asked this question. While this group of companies is a significant part of the sample, they employ very few workers -- approximately 0.1% of full-time employees and 0.2% of part-time employees. Since all but two of the non-benefit companies have fewer than fifty full-time employees, it is safe to conclude that all of them would consider part-time benefits as not feasible. The exclusion of this type of company from the following tables underrepresents the "Not Feasible" response but would have no effect if the results had been computed using number of employees rather than number of companies.

Table 12.1 shows the percentage of companies which indicated that a benefit was feasible for a specific category of part-time employee.

Table 12.1
Perceived Feasibility of Providing Benefits to Part-Time Workers
(Percent of Companies Indicating Benefit is Feasible)

Benefit	Part-Time Category		
	Permanent %	Seasonal %	Temporary %
Short-term Disability	44	31	21
Long-term Disability	38	13	6
Life Insurance	56	32	21
Government Medical	56	29	22
Extended Health	56	26	18
Dental	50	21	16
Pensions	42	17	12

The most obvious feature of these data is that benefits for permanent part-timers are thought to be much more feasible than for seasonal or temporary employees. Providing benefits for seasonal workers is perceived as being more feasible than for temporary workers, but no more than one-third of this sample of companies rates any of the benefits as feasible for either group.

To better understand the problems that companies believe to be associated with the provision of part-time benefits, responses to specific benefits are examined in detail in Tables 12.2 to 12.8.

TABLE 12.2
Perceived Feasibility of Short-term Disability Coverage for Part-Time Workers

	Part-Time Category		
	Permanent %	Seasonal %	Temporary %
Feasible	44	31	21
Not Feasible	56	69	79
(a) Costs	27	32	25
(b) Admin Problems	22	30	49
(c) Other	7	7	5
Number of Companies	109	103	107

TABLE 12.3
Perceived Feasibility of Long-term Disability Coverage for Part-Time Workers

	Part-Time Category		
	Permanent %	Seasonal %	Temporary %
Feasible	38	13	6
Not Feasible	62	87	94
(a) Costs	29	31	28
(b) Admin Problems	25	44	56
(c) Other	8	11	10
Number of Companies	109	103	104

TABLE 12.4
Perceived Feasibility of Life Insurance Coverage for Part-Time Workers

	Part-Time Category		
	Permanent %	Seasonal %	Temporary %
Feasible	54	32	21
Not Feasible	46	68	79
(a) Costs	15	19	20
(b) Admin Problems	25	39	53
(c) Other	6	10	6
Number of Companies	113	103	107

TABLE 12.5
Perceived Feasibility of Government Medical Coverage for Part-Time Workers

	Part-Time Category		
	Permanent %	Seasonal %	Temporary %
Feasible	61	35	28
Not Feasible	39	65	72
(a) Costs	20	29	24
(b) Admin Problems	13	26	42
(c) Other	6	10	6
Number of Companies	100	85	85

TABLE 12.6
Perceived Feasibility of Extended Health Care Coverage for Part-Time Workers

	Part-Time Category		
	Permanent %	Seasonal %	Temporary %
Feasible	54	26	18
Not Feasible	46	74	82
(a) Costs	25	34	27
(b) Admin Problems	17	31	50
(c) Other	4	9	5
Number of Companies	114	105	106

TABLE 12.7
Perceived Feasibility of Dental Insurance Coverage for Part-Time Workers

	Part-Time Category		
	Permanent %	Seasonal %	Temporary %
Feasible	48	26	17
Not Feasible	52	74	83
(a) Costs	31	34	29
(b) Admin Problems	16	31	48
(c) Other	5	9	6
Number of Companies	113	105	103

TABLE 12.8
Perceived Feasibility of Pension Coverage for Part-Time Workers

	Part-Time Category		
	Permanent %	Seasonal %	Temporary %
Feasible	42	26	13
Not Feasible	58	74	87
(a) Costs	23	34	22
(b) Admin Problems	28	31	57
(c) Other	7	9	8
Number of Companies	112	105	103

While these tables differ in the exact percentages in each category, several elements are common to each.

(1) The proportion of companies which cite cost of the benefit as the reason why coverage is not feasible is fairly constant across benefits and across category of employee. It usually varies between 25% and 35% of all companies which answered the question.

(2) Perceived administrative problems varied considerably among the three part-time categories. They were most frequently (about 50% of the time) cited for temporary workers, less frequent (about 33%) for seasonals and least likely (around 25%) for permanent part-time workers.

(3) For permanent part-timers, the roughly 50% of companies which thought benefits were not feasible were equally divided in mentioning costs and administrative problems. The two-thirds to three-quarters of companies which judge benefits not feasible for seasonal workers were also equally divided except in the cases of long-term disability and life insurance where administrative problems predominate. Most of the 80% to 90% that indicate benefits for temporary part-timers are not feasible cite administrative problems.

Consequently, while costs are a significant reason for companies' objections to part-time benefits, these results suggest that administrative problems are at least as important. For temporary employees, administrative difficulties are clearly the most important reason for questioning the practicality of benefits.

The last insight into corporate perceptions of the feasibility of benefits is contained in Table 12.9 which shows responses of different size companies to the issue of pensions for part-timers. The pattern of responses on the pension question is characteristic of those obtained for other benefits.

As expected, company size is related to perceived feasibility -- the larger the company the greater the feasibility. This conclusion is particularly true for permanent part-timers where 70% of large companies indicate that pensions are feasible. However, the relationship of company size to feasibility is not as pronounced for seasonal and temporary workers. One-third or less of all companies think that pensions are feasible for seasonal and temporary workers.

The rationale provided for why pension benefits were not feasible produced some surprises. One might have expected that small companies would be much more likely than large ones to cite cost problems. While there is a difference, it is not large -- in most cases 20% to 30% of all companies indicate that costs are the main problem.

Administrative problems are more likely than costs to be mentioned especially for seasonal and temporary workers as we noted above. Larger companies are less likely to cite administrative problems but the differences may not be as large as one would expect. For temporary employees, even the majority of large companies believe that pension benefits are administratively impractical.

TABLE 12.9
Feasibility of Pension Coverage
for Part-Time Workers by Company Size

	Part-Time Category		
	Permanent %	Seasonal %	Temporary %
Feasible			
Company Size			
Under 50	20	11	5
50-499	46	13	19
500+	70	33	16
Not Feasible			
(a) Costs			
Company Size			
Under 50	34	32	23
50-499	20	20	25
500+	11	30	20
(b) Admin Problems			
Company Size			
Under 50	30	45	65
50-499	32	53	47
500+	19	30	58

Summary

Benefits for permanent part-time employees are viewed as feasible by about one-half of the companies who give their full-time workers benefits. Long-term disability and pensions are seen as the least feasible but, even in these cases, many companies believe that they are practical. Benefits for seasonal and temporary workers are thought to be impractical by 70% to 80% of companies.

Although the costs of benefits are a barrier to their perceived feasibility, administrative difficulties are often seen as more important. In the case of temporary workers, even large companies expect administrative difficulties.

APPENDIX I

Calculation of Benefits Costs

The purpose of the calculation of benefits costs was to determine the cost of providing part-time employees of federally regulated companies with benefits comparable to those provided to the companies' full-time employees. In order to do this the cost of providing benefits to full-time employees was calculated and then a pro-rata cost was determined for part-time employees. The procedures followed are as follows:

Calculation of Benefit Costs for Full-Time Employees

Benefit costs were calculated separately for salaried and hourly employees. Costs were calculated for each of the following nine benefits:

- Short-Term Disability
- Long-Term Disability
- Life Insurance
- Government Medical Insurance Premiums
- Extended Health Care (Major Medical)
- Dental
- Paid Holidays
- Vacation
- Pension

For each benefit the cost of providing the benefit, without regard to whether there was any employee contribution, was calculated. Also, where applicable, another value was calculated to determine the employer's cost of providing the benefit net of any employee contribution.

Whenever possible, the companies' responses were used in calculating the cost of providing each benefit. Where data was unavailable, default values were used. Since it was expected the large employers would have the staff necessary to complete the questionnaire in its entirety, when developing the defaults it was assumed that they would apply to smaller organizations with somewhat below average benefits and above average risk due to the occupations involved (e.g. trucking, grain elevators). Except where insurance company statistics indicate a very different level of claims between white collar and blue collar employees, these default values were not adjusted for occupation, sex or age distribution. In our opinion, such adjustments would not significantly affect the cost of providing the benefit.

A description of the method of calculating the value for each benefit follows.

Short-Term Disability

STD has been defined to include both salary continuance plans and insured Weekly Indemnity plans.

The STD benefit was divided into two sections for calculation purposes; that period during which full pay was paid and that period during which partial pay was continued either by salary continuance or through an insured plan.

Since it is highly unusual to insure the full-pay period, employer's responses were not available to value this portion of the benefit. Therefore, the value was based on actuarially-determined rates varying up to 3.64% of salary for 52 weeks sick leave at full pay. For those plans where the length of the full-pay period varied with the length of service, a weighted full-pay period was calculated using 35% of the number of weeks full pay at 1 year of service and 65% of the number of weeks full pay at 10 years of service.

The value of the second section, that period during which partial pay was continued, was calculated based on the amount of benefit provided multiplied by either the employer's rate, if provided, or an actuarially-determined rate based on the maximum duration of payments.

For hourly employees the full-pay period and default rates were multiplied by a factor of 2.00 since insurance company statistics indicate that hourly employees have significantly more periods of disability.

The full-pay period and default rates were calculated using standard actuarial principles. They have been tested against insurance company rates and found to be reasonable.

Long-Term Disability

The total payroll or LTD benefit, as applicable (based on whether the employer's rate was expressed as a percentage of payroll or rate per $100 of benefit), was multiplied by the reported rates. If the rate was not reported a default rate which varied with the elimination period and the inclusion/exclusion of a cost of living adjustment was used. For example, if a plan had a 6 month elimination period and adjustments were made to the benefits for cost of living increases the default rate would be $2.42/$100 of benefit. If the LTD benefit formula was not provided it was assumed that the benefit was 60% of earnings.

For Hourly employees the default rates were multiplied by a factor of 2.00 because insurance company statistics indicate that hourly employees have a significantly higher claims cost.

The default rates have been compared to insurance company rates and are, in our opinion, reasonable. These rates assume the LTD benefit is offset by CPP/QPP and Workers' Compensation.

Life Insurance

The amount of life insurance provided to employees either as a flat amount or earnings multiple, was multiplied by the reported rate(s) per $1000 of coverage. If the rate(s) were not reported a rate of $.30/$1000/month was used if there was no AD&D coverage and $.35/$1000/month if AD&D coverage was provided. If the amount of life insurance was not reported a default value of 100% of annual earnings was used.

Government Medicare
(Applies to Alberta, British Columbia, Ontario and the Yukon only)

A value was determined using the current Medicare premiums and the portion of the employee's Medicare premium being paid by the employer. It was assumed that 85% of employees were covered by their employer for Medicare and 60% of all employees were married. For employers with less than 500 full-time employees it was assumed that all employees were located in the province where the employer's head office was located. For employers with 500 or more full-time employees it was assumed that employees were located nationwide in the same proportions as the total workforce as reported by Statistics Canada for August 1985.

Extended Health

The Extended Health Care (Major Medical) rates reported were multiplied by the number of employees, using the assumption that 75% of the employees had dependant coverage and the remaining 25% were single. If the rates were not reported, default rates which took into account the applicable deductible, reimbursement percentage and hospital coverage were used. As an example, if the deductible was $25, reimbursement percentage 80%, and semi-private hospital room was included, the annual value was calculated to be $133 per employee.

The assumption as to the percentage of employees with dependant coverage was based on the following:

- Statistics Canada figures for August 1985 indicate that 64% of the workforce is married.

- in addition to married employees, many single parents and employees in common-law relationships will also elect dependant coverage.

- unlike Government Medicare, there is significant duplication of coverage when both partners are employed.

Therefore it was determined that a reasonable assumption would be that 75% of employees had dependant coverage and 25% had single coverage.

Dental

The dental rates reported were multiplied by the number of employees, using the assumption that 75% of the employees had dependant coverage and the remaining 25% were single. If the rates were not reported default rates were calculated based on the services covered, the reimbursement percentage reported for each service, and the deductible. For example, a plan with no deductible, providing reimbursement at 100% for Preventive Care, Periodontia, Endodontia, Denture Repairs and Space Maintainers, and at 50% for Bridges, Dentures, Inlays, Crowns and Orthodontia has an annual value of $434.50 per employee. The same rationale as used in Extended Health applies to the assumption of the percentage of employees with and without dependants.

Paid Holidays

The value for paid holidays in excess of the legislated 9 days was calculated at a rate of .4% of payroll per day based on 250 working days per year.

Vacation

The value for vacations was determined by weighting the amount of vacation provided, in excess of the legislated minimum, at 1, 2, 10, 20 and 30 years of service and multiplying the resulting number of weeks by 2% of payroll. The weightings used were:

Years of Service	Weighting
1	.10
2	.25
10	.35
20	.20
30	.10

Pension

If the employer current service contribution rate or the annual employer contribution was reported by the employer, this was used to calculate the value of the pension benefit. Otherwise, rates were

calculated based on the type of plan, benefit formula, vesting provision and cost of living adjustment. For example, the value for a 2% final three-year average benefit with full vesting after 5 years of service and no cost of living adjustment would be 10.6% of payroll.

The economic assumptions used in calculating the default value were:

Interest	7.5%
Salary Increases	6.0%
CPI Increase	5.0%

Calculation of Benefit Costs for Part-Time Employees

In order to calculate the cost of providing benefits for part-time employees they were divided into three categories: permanent, temporary and seasonal.

For benefits that are basically a function of earnings (short-term disability, long-term disability, life insurance, pension, paid holidays and vacation) the cost of benefits for part-time employees was calculated on the premise that the cost of providing a benefit to part-time employees would be directly proportional to the ratio of part-time employee earnings to full-time employee earnings. Although some life insurance plans provide a flat benefit not related to earnings, life insurance was treated as an earnings-related benefit for our purpose since the majority of life insurance plans reported were earnings related.

For example, an employer provides life insurance of 100% of annual earnings at an annual rate of $2.40 per $1000 of insurance. The cost of providing this benefit to a full-time employee earning $25,000 per annum is $60.00 (25 x $2.40). The cost of providing this benefit to a permanent part-time employee earning $10,000 per annum is $24.00 (10 x $2.40 or $60.00 x 10,000/25,000).

For benefits that are a flat dollar amount not related to earnings (provincial medicare insurance premiums, extended health and dental) different calculations were done for permanent and temporary part-time employees as opposed to seasonal and other part-time employees. The cost of benefits for permanent and temporary part-time employees was calculated by multiplying the cost of providing the benefits to full-time employees by the ratio of the number of hours worked in a year by part-time employees to the number of hours worked in a year by full-time employees. For seasonal and other part-time employees the cost of benefits was calculated by first determining the number of full-time equivalent positions and then multiplying the cost of providing benefits to full-time employees by the ratio of the number of full-time equivalent positions to the number of full-time employees. Except in those situations where seasonal or other employees are paid less than full-time employees, these two calculations resulted in the same costs.

APPENDIX II

Questionnaires

CONFIDENTIAL

SURVEY OF EMPLOYMENT IN FEDERALLY REGULATED INDUSTRIES

PART 1

(TO BE ANSWERED BY ALL RESPONDENTS)

NAME OF ORGANIZATION: _____

_____

NAME OF CONTACT PERSON: _____

TITLE: _____

TELEPHONE NO.: _____

If you have questions about this document as you complete it, or wish any assistance, please call Hay Management Consultants in Toronto and ask for Helen Monk. Call (416) 868-1371, and reverse the charges.

Please return in postage-paid envelope by June 17.

SI VOUS DÉSIREZ REÇEVOIR CE QUESTIONNAIRE EN FRANÇAIS, APPELER À FRAIS VIRÉS À (416) 868-1371.

Hay Management Consultants

1. In what year did your organization commence business? _____
1(12-15)

2. What was the total number of (federally regulated) full-time permanent employees in your organization as of December 31, 1984?

_____ full-time employees
1(16-21)

3. Please indicate the number of these full-time employees by sex.

_____ Male
1(22-27)

_____ Female
1(28-33)

4. What constitutes **full-time** in your organization? (If this differs between salaried and hourly employees, please indicate both.)

Full-Time Salaried: _____ hours per week
1(34-35)

_____ weeks per year
1(36-37)

Full-Time Hourly: _____ hours per week
1(38-39)

_____ weeks per year
1(40-41)

5. What was your total payroll for (federally regulated) **full-time**, permanent employees in 1984?

Salaried: $ _____
1(42-49)

Hourly: $ _____
1(50-57)

6. In answering questions one through five did you include employees of any organization with a name other than that which appears on the front page of this questionnaire?

YES NO (GO TO QUESTION 7.) 1(58)

If yes, please list all other organizations whose employees are wholly or partly covered by the information given in this questionnaire.

ORGANIZATION	ADDRESS

7. Are there branches or subsidiaries of your organization whose employees were not included in your answers to these questions?

YES NO (GO TO QUESTION 8.) 1(59)

If yes, please list the names and addresses of any such organizations as well as the name of a contact person for each.

ORGANIZATION	ADDRESS

8. In 1984, how many federally regulated **part-time** employees did you have? (By part-time is meant any employee not working full-time and full-year.)

_____ part-time employees
1(60-64)

9. What was your total payroll for **part-time** employees last year? (Include all employees listed in Question 8, above.)

Salaried: $ _____
1(65-71)

Hourly: $ _____
1(72-78)

IF YOU HAVE 5 OR MORE **PART-TIME** EMPLOYEES, GO TO PART II.

If you have fewer than 5 part-time employees, do not complete Part II. Return this questionnaire (Part 1) to Hay Management Consultants in the envelope provided. We appreciate your cooperation and will send you a report on this survey when all the data have been analyzed.

CONFIDENTIAL

SURVEY OF EMPLOYMENT IN FEDERALLY REGULATED INDUSTRIES

PART II

NAME OF ORGANIZATION: _____

_____

Please return this questionnaire in the enclosed postage paid envelope by June 17, 1985.

TB/CT-REG. B12001—1

Hay Management Consultants

CONFIDENTIAL

PART II

(TO BE ANSWERED IF YOU EMPLOY 5 OR MORE PART-TIME WORKERS)

DEFINITIONS AND REPORTING PROCEDURES

- **EMPLOYER**
  The employer is the company, firm, institution, etc., identified on the first page of this questionnaire.

- **EMPLOYEE**
  Any person drawing pay for services rendered, or for paid absences, and for whom you, as the employer, are required to complete a Revenue Canada T-4 supplementary form. **Exclude** entirely from this report: Persons for whom the employer does not have to complete a Revenue Canada T-4 supplementary form (e.g., owners, partners, personnel paid by an agency, and personnel for whom the Revenue Canada T-4A supplementary form is filed).

- **FEDERALLY REGULATED EMPLOYEES**
  Employees who are doing jobs covered by the Canada Labour Code.

- **FULL-TIME EMPLOYEES**
  Employees who regularly work the number of hours normally scheduled in the employer's standard work week.

- **PART-TIME EMPLOYEES**
  Employees not considered regular full-time employees. This includes permanent part-time, seasonal, and temporary or casual employees.

- **PERMANENT PART-TIME EMPLOYEES**
  Employees who work fewer than full-time hours but who usually work a full number of weeks or months per year and are considered permanent or regular employees.

- **SEASONAL EMPLOYEES**
  Employees who usually work fewer than twelve months per year, and who may work part-time or full-time hours during their working weeks.

- **TEMPORARY OR CASUAL EMPLOYEES**
  Employees who work on an occasional basis, usually for brief periods of time. These range from appointments of several months, such as maternity leave replacements, to periods of a single day or less. Exclude personnel who are paid by placement agencies rather than the employer.

- **REPORTING PROCEDURES**
  - ESTIMATE ("E"): If any number entered in answer to a question is an estimate or an approximation, write E after the number.

  - NOT APPLICABLE ("9" OR "99"): A number code of 9 or 99 is used to indicate that the employer has no employees in the relevant employment category.

NAME OF YOUR ORGANIZATION: _____

PART-TIME JOB CLASSIFICATION

(Some of this information will be available on 1984 T-4 forms)

1. Please describe your organization's **employees who do not work full-time and/or full-year.** We are interested in all employees who do not have regular, continuing full-time, full-year positions.

   - List the **categories** you use. For example, permanent part-time, seasonal, etc.
   - Indicate the **number of employees** your organization had in each category during 1984. Please give the number of individual employees in each category in 1984, not the number of positions.
   - Describe the **average hours per week** and **average weeks per year** worked by employees in each category.
   - Indicate the **average hourly rate of pay** for each category during 1984.
   - Calculate the **average annual earnings** for employees in each category.

> **Average annual earnings** means the total of the 1984 earnings (as reported on the T-4 forms) for all employees in the category, divided by the total number of employees in the category during 1984. Although there may by a wide range of earnings represented by workers in each job category, we are interested in an **average** figure.

   - **If any number supplied is an estimate, please write E after the number.**

	NAME OF CATEGORY OF PART-TIME EMPLOYEE	NO. OF PART-TIME EMPLOYEES IN THIS CATEGORY DURING 1984	AVERAGE HRS/WK	AVERAGE WKS/YEAR	AVERAGE HOURLY PAY RATE	1984 AVERAGE ANNUAL EARNINGS
2(7)	a. _____	_____	_____	_____	$ _____	$ _____
	b. _____	_____	_____	_____	$ _____	$ _____
	c. _____	_____	_____	_____	$ _____	$ _____
	d. _____	_____	_____	_____	$ _____ 2(74-77)	$ _____ 3(7-11)
	e. _____	_____	_____	_____	$ _____	$ _____
	f. _____	_____	_____	_____	$ _____	$ _____ 3(45-49)

2. Please show the age and sex distribution of your part-time employees, using the same categories you listed in question 1. **If a figure is an estimate, please write E after the number.**

	NAME OF CATEGORY OF PART-TIME EMPLOYEE	SEX % MALE	% FEMALE	AGE
3(50)	a. _____	_____ % 3(51-53)	_____ % 3(54-56)	_____ % under 25 3(57-59)
				_____% 25-54
				_____% 55-64
				_____% 65+
	b. _____	_____ %	_____ %	_____ % under 25 3(76-78)
				_____% 25-54 4(7-9)
				_____% 55-64
				_____% 65+
	c. _____	_____ %	_____ %	_____ % under 25
				_____% 25-54
				_____% 55-64
				_____% 65+
	d. _____	_____ %	_____ %	_____ % under 25
				_____% 25-54
				_____% 55-64
				_____% 65+
	e. _____	_____ %	_____ %	_____ % under 25
				_____% 25-54
				_____% 55-64
				_____% 65+
	f. _____	_____ %	_____ % 4(77-79)	_____ % under 25 5(7-9)
				_____% 25-54
				_____% 55-64
				_____% 65+ 5(16-18)

3. For the purpose of this study, please fit all of the part-time employees you have listed above into the categories we will use throughout the remainder of this questionnaire. These categories are:

- **Permanent Part-timers:** employees who work fewer than full-time hours but who usually work a full number of weeks or months per year and are considered permanent or regular employees.
- **Seasonal Employees:** employees who work fewer than 12 months per year, and who may work part-time or full-time hours during their working weeks.
- **Temporary/Casual Employees:** employees who work on an occasional basis, usually for brief periods of time. These range from appointments of several months, such as maternity leave replacements, to periods of a single day or less. (**Exclude** personnel who are paid by placement agencies, rather than the employer.)
- **Other Part-timers:** employees listed in question 1 above, who do not fit into any of these three categories can be classified as "other". Please provide a brief description.

Please assign each of your organization's part-time classifications (**as listed in response to questions 1 & 2**) to one of the above categories. If one of your categories of worker appears to fall into more than one of our categories, please use only that **one** category below which best describes them — i.e., the category into which the majority of the workers fits.

For example: If your category is **student**, and some are temporary but most are seasonal, show student under seasonal, below.

OUR PART-TIME CATEGORIES	YOUR ORGANIZATIONAL CLASSIFICATION
Permanent Part-Timers	_____
	_____
Seasonal Employees	_____
	_____
Temporary/Casual Employees	_____
	_____
Other Part-Timers	_____
	_____

4. Please show the number of full-time and part-time employees your organization employs in each occupational category listed below. (**If a figure is an estimate, please write E after the number.**)

EMPLOYEES BY OCCUPATION	APPROXIMATE NUMBER OF EMPLOYEES, 1984 FULL-TIME	PART-TIME
a. Executives and/or Managers	5(19-23)	
b. Supervisors example: head tellers		
c. Professional/Technical examples: engineers, computer analysts and programmers, air traffic controllers, cameramen, newsroom editors		
d. Clerical and/or Office Workers examples: bank tellers, mail carriers, bookkeepers		
e. Sales examples: ticket agents, advertising salespeople		
f. Services examples: flight attendants, chefs, pursers		5(74-78)
g. Blue Collar Workers examples: mechanics, stevedores, longshoremen, general labourers	6(7-11)	
h. Transport Equipment Operators examples: pilots, co-pilots, navigators, motor vehicle operators		
i. Other		6(32-36)

PAST AND FUTURE EMPLOYMENT TRENDS IN YOUR ORGANIZATION

5. Over the past two years how has the number of your **full-time** employees changed? **(CIRCLE ONE RESPONSE.)**

6(37)
1. Decreased by 10% or more
2. Decreased by less than 10%
3. No change
4. Increased by less than 10%
5. Increased by 10% or more

6. Over the past two years how has the number of your **part-time** employees changed? **(CIRCLE ONE RESPONSE.)**

1. Decreased by 10% or more
2. Decreased by less than 10%
3. No change
4. Increased by less than 10%
5. Increased by 10% or more

7. Over the next two years how do you expect the number of your **full-time** employees to change? **(CIRCLE ONE RESPONSE.)**

1. To decrease by 10% or more
2. To decrease by less than 10%
3. No change
4. To increase by less than 10%
5. To increase by 10% or more

8. Over the next two years how do you expect the number of your **part-time** employees to change? **(CIRCLE ONE RESPONSE.)**

6(40)
1. To decrease by 10% or more
2. To decrease by less than 10%
3. No change
4. To increase by less than 10%
5. To increase by 10% or more

CHARACTERISTICS OF PART-TIME EMPLOYEES

9. Compared to full-time employees, how would you rate your part-time employees in terms of their **productivity** per hour? **(CIRCLE ONE RESPONSE CODE FOR EACH CATEGORY OF PART-TIME EMPLOYEE.)**

Throughout this questionnaire, circle 9 only if your organization has no employees in the category specified.

	COMPARED TO FULL-TIMERS				
	MORE PRODUCTIVE	EQUALLY PRODUCTIVE	LESS PRODUCTIVE	NOT APPLICABLE	
a. Permanent Part-Timers	1	2	3	9	6141
b. Seasonal Employees	1	2	3	9	
c. Temporary/Casual Employees	1	2	3	9	
d. Other Part-Timers	1	2	3	9	

10. Compared to full-time employees, how would you rate your part-time employees in terms of their **commitment to their jobs? (CIRCLE ONE RESPONSE CODE FOR EACH CATEGORY OF PART-TIME EMPLOYEE.)**

	COMPARED TO FULL-TIMERS				
	MORE COMMITTED TO THEIR JOBS	EQUALLY COMMITTED TO THEIR JOBS	LESS COMMITTED TO THEIR JOBS	NOT APPLICABLE	
a. Permanent Part-Timers	1	2	3	9	
b. Seasonal Employees	1	2	3	9	
c. Temporary/Casual Employees	1	2	3	9	
d. Other Part-Timers	1	2	3	9	6148

11. Compared to full-time employees, how would you rate your part-time employees in terms of their **absenteeism rates? (CIRCLE ONE RESPONSE CODE FOR EACH CATEGORY OF PART-TIME EMPLOYEE.)**

	COMPARED TO FULL-TIMERS				
	LOWER ABSENTEEISM RATES	EQUAL ABSENTEEISM RATES	HIGHER ABSENTEEISM RATES	NOT APPLICABLE	
a. Permanent Part-Timers	1	2	3	9	6(49)
b. Seasonal Employees	1	2	3	9	
c. Temporary/Casual Employees	1	2	3	9	
d. Other Part-Timers	1	2	3	9	

12. Compared to full-time employees, how would you rate your part-time employees in terms of their **turn-over rates? (CIRCLE ONE RESPONSE CODE FOR EACH CATEGORY OF PART-TIME EMPLOYEE.)**

	COMPARED TO FULL-TIMERS				
	LOWER TURN-OVER RATES	EQUAL TURN-OVER RATES	HIGHER TURN-OVER RATES	NOT APPLICABLE	
a. Permanent Part-Timers	1	2	3	9	6(53)
b. Seasonal Employees	1	2	3	9	
c. Temporary/Casual Employees	1	2	3	9	
d. Other Part-Timers	1	2	3	9	6(56)

COMPENSATION

13. In general, how do the pay rates for part-time employees in your organization compare to pay rates for full-time employees **with equivalent jobs and seniority?** Exclude any monies paid to part-time employees in lieu of benefits. **(CIRCLE ONE RESPONSE CODE FOR EACH CATEGORY OF HOURLY AND SALARIED PART-TIME EMPLOYEE.)**

Hourly-paid part-time employees: Compared to full-time, their hourly rates are:

	HIGHER	THE SAME	LOWER	NOT APPLICABLE
a. Permanent Part-Timers	1	2	3	9
b. Seasonal Employees	1	2	3	9
c. Temporary/Casual Employees	1	2	3	9
d. Other Part-Timers	1	2	3	9

o(57)

Salaried part-time employees: Compared to full-time, their rate of pay is:

	HIGHER	THE SAME	LOWER	NOT APPLICABLE
a. Permanent Part-Timers	1	2	3	9
b. Seasonal Employees	1	2	3	9
c. Temporary/Casual Employees	1	2	3	9
d. Other Part-Timers	1	2	3	9

14. Compared to full-time workers, are salary increases for part-timers less frequent or smaller for: **(CIRCLE ONE RESPONSE CODE FOR EACH CATEGORY OF PART-TIME EMPLOYEE.)**

	YES	NO	NOT APPLICABLE
a. Permanent Part-Timers	1	2	9
b. Seasonal Employees	1	2	9
c. Temporary/Casual Employees	1	2	9
d. Other Part-Timers	1	2	9

6(68)

15. In the case of layoff or termination of employment by the employer, is severance pay provided to: **(CIRCLE ONE RESPONSE CODE FOR EACH CATEGORY OF EMPLOYEE.)**

	YES	NO	NOT APPLICABLE	
a. Full-Timers	1	2	9	6(69)
b. Permanent Part-Timers	1	2	9	
c. Seasonal Employees	1	2	9	
d. Temporary/Casual Employees	1	2	9	
e. Other Part-Timers	1	2	9	6(73)

16. When you call in part-time workers for a day or less, do you guarantee any minimum number of hours for that day of employment? **(CIRCLE ONE RESPONSE AND FILL IN BLANK IF APPROPRIATE.)**

6(74) 1 YES
2 NO

If yes, how many hours as a minimum? _____ hrs. per day
6(75)

JOB TENURE AND MOBILITY

17. **Probationary periods:** What is their duration for:

	Length of probationary period (in weeks). Use zero if there is no probationary period.		**Not Applicable**
a. Full-Timers	_____ weeks	7(7-8)	99
b. Permanent Part-Timers	_____ weeks		99
c. Seasonal Employees	_____ weeks		99
d. Temporary/Casual Employees	_____ weeks		99
e. Other Part-Timers	_____ weeks	7(15-16)	99

18. If probationary periods for some part-timers differ from those of full-timers, is this because part-timers must take longer to attain full-time equivalent hours? **(CIRCLE ONE RESPONSE.)**

7(17)
1 YES
2 NO
9 NOT APPLICABLE

19. Do you have **promotion policies** for: **(CIRCLE ONE RESPONSE CODE FOR EACH CATEGORY OF PART-TIME EMPLOYEE.)**

	YES	**NO**	**NOT APPLICABLE**	
a. Permanent Part-Timers	1	2	9	7(18)
b. Seasonal Employees	1	2	9	
c. Temporary/Casual Employees	1	2	9	
d. Other Part-Timers	1	2	9	7(21)

20. **Training Programs** (formal and/or on-the-job): Are they available to: **(CIRCLE ONE RESPONSE CODE FOR EACH CATEGORY OF PART-TIME EMPLOYEE.)**

	YES	NO	NOT APPLICABLE	
a. Permanent Part-Timers	1	2	9	7(22)
b. Seasonal Employees	1	2	9	
c. Temporary/Casual Employees	1	2	9	
d. Other Part-Timers	1	2	9	

21. **Retraining programs** (to avoid layoffs): Are they available to: **(CIRCLE ONE RESPONSE CODE FOR EACH CATEGORY OF PART-TIME EMPLOYEE.)**

	YES	NO	NOT APPLICABLE
a. Permanent Part-Timers	1	2	9
b. Seasonal Employees	1	2	9
c. Temporary/Casual Employees	1	2	9
d. Other Part-Timers	1	2	9

22. Compared to promotions for full-time workers in the same or similar jobs, are **job promotions** less frequent for: **(CIRCLE ONE RESPONSE CODE FOR EACH CATEGORY OF PART-TIME EMPLOYEE.)**

	YES	NO	NOT APPLICABLE	
a. Permanent Part-Timers	1	2	9	
b. Seasonal Employees	1	2	9	
c. Temporary/Casual Employees	1	2	9	
d. Other Part-Timers	1	2	9	7(33)

23. Can part-time employees move to full-time work in your organization? **(CIRCLE ONE RESPONSE.)**

1 YES
2 NO

7(34)

---

24. Can full-time employees move to part-time work in your organization? **(CIRCLE ONE RESPONSE.)**

1 YES
2 NO

7(35)

BENEFITS FOR FULL-TIME EMPLOYEES

If you have no benefits for full-time employees, please check here _____ and go on to page 49.
7(36)

On pages 17 through 41, please describe the benefits currently received by your full-time employees.

If all or almost all of your full-time employees are covered by the same or very similar packages, fill out only the first column ("salaried employees") on each page.

If your salaried and your hourly employees receive substantially different benefits, please fill out both columns on each page.

Finally, even if you have more than one benefits package for either your salaried or your hourly employees, please describe **only one** benefits package **for each** of the two kinds of employees. Choose the package which covers the largest number of employees.

SHORT-TERM DISABILITY FOR FULL-TIME EMPLOYEES (SICK LEAVE, SALARY CONTINUANCE, WEEKLY INDEMNITY)

Does your organization have short-term disability benefits or paid sick leave for salaried or hourly employees?

7(37) 1 YES
2 NO **(SKIP TO PAGE 21)**

If yes, please fill in the appropriate columns on the right-hand side of this page.

	SALARIED EMPLOYEES	HOURLY EMPLOYEES
25. Benefits begin:		
a. for accident	_____ day 7(38)	_____ day 7(39)
b. for sickness	_____ day 7(40)	_____ day 7(41)
26. **(If sickness benefits begin on the first day, skip to question 27.)**		
If benefits do not begin on the first day, do you pay for incidental illness? **(CIRCLE ONE RESPONSE CODE OR FILL IN BLANK.)**		
a. Yes, annual maximum of	_____ days 7(42-43)	_____ days 7(44-45)
b. Yes, unlimited days	1	1
c. No 7(46)	2	2 7(47)
d. Other (please explain)	3	3

Salaried: _____

_____

Hourly: _____

_____

		SALARIED EMPLOYEES	HOURLY EMPLOYEES	
27. The period during which full pay is provided is equal to: **(CIRCLE ONE RESPONSE CODE OR FILL IN BLANK.)**				
a. Varies with service at one year of service		_____ weeks 7(48-49)	_____ weeks 7(50-51)	
at ten years of service		_____ weeks	_____ weeks	
b. Uniform period		_____ weeks 7(56-57)	_____ weeks 7(58-59)	
c. No full pay provided		1	1	
d. Cumulative sick leave	7(60)	2	2	7(61)
d. Other (please explain)		3	3	
Salaried: _____				
_____				
Hourly: _____				
_____				
28. The period during which partial pay is provided is equal to: **(CIRCLE ONE RESPONSE CODE AND FILL IN BLANKS IF APPROPRIATE.)**				
a. No partial pay provided		1	1	
b. Partial pay provided	7(62)	2	2	7(63)
proportion of pay		_____ % 7(64-65)	_____ % 7(66-67)	
maximum duration (Include full pay period if full pay period varies with years of service.)		_____ weeks 7(68-69)	_____ weeks 7(70-71)	
Does maximum duration include the full pay period?	7(72)	1 Yes 2 No	1 Yes 2 No	7(73)

	SALARIED EMPLOYEES	HOURLY EMPLOYEES
29. If you have insured weekly indemnity, please indicate the level of employee cost sharing. **(CIRCLE ONE RESPONSE CODE OR FILL IN BLANK.)**		
a. Percentage of cost	_____ % 7(74-75)	_____ % 7(76-77)
b. None	1	1
c. Other (please explain)	2	2

7(78) 7(79)

Salaried: _____

_____

Hourly: _____

_____

30. If there are any additional features to your short-term disability policy, please explain.

Salaried: _____

_____

Hourly: _____

_____

LONG-TERM DISABILITY FOR FULL-TIME EMPLOYEES

Does your organization have long-term disability benefits for salaried or hourly employees?

8(7) 1 YES
2 NO **(SKIP TO PAGE 23)**

If yes, please fill in the appropriate column(s) on the right-hand side of this page.

	SALARIED EMPLOYEES	HOURLY EMPLOYEES
31. What is the benefit formula? **(FILL IN BLANK OR CIRCLE RESPONSE CODE.)**		
a. Percentage of earnings	_____ % 8(8-9)	_____ % 8(10-11)
b. Other (please explain)	8(12) 1	1 8(13)
Salaried: _____		
_____		
Hourly: _____		
_____		
32. What is the maximum monthly benefit available?	$ _____ 8(14-17)	$ _____ 8(18-21)
33. What is the elimination period (waiting period while disabled during which benefits are not paid)?	_____ days 8(22-23)	_____ days 8(24-25)
34. What is the maximum duration of benefits?		
a. To Age 65	1	1
8(26)		8(27)
b. Other (please explain)	2	2
Salaried: _____		
_____		
Hourly: _____		
_____		

	SALARIED EMPLOYEES	HOURLY EMPLOYEES
35. Are benefits increased in accordance with the cost of living? **(CIRCLE RESPONSE CODE OR FILL IN BLANK.)**		
a. No	8(28) 1	1 8(29)
b. Yes. The maximum annual increase is:	_____ % 8(30-31)	_____ % 8(32-33)
36. What is the level of employee cost sharing? **(CIRCLE RESPONSE CODE OR FILL IN BLANK.)**		
a. Percentage of cost	_____ % 8(34-36)	_____ % 8(37-39)
b. None	1	1
c. Other (please explain)	8(40) 2	2 8(41)

Salaried: _____

_____

Hourly: _____

_____

LIFE INSURANCE FOR FULL-TIME EMPLOYEES

Does your organization have a life insurance plan for salaried or hourly employees? **(OMIT ANY PLANS WHERE THE EMPLOYEES PAY THE FULL COST OF COVERAGE.)**

8(42) 1 YES
2 NO **(SKIP TO PAGE 25)**

If yes, please fill in the appropriate column(s) on the right-hand side of this page.

	SALARIED EMPLOYEES	HOURLY EMPLOYEES
37. The amount of group life insurance coverage is: **(FILL IN BLANK OR CIRCLE RESPONSE CODE.)**		
a. Flat amount (indicate amount)	$ _____ 8(43-48)	$ _____ 8(49-54)
b. Percentage of earnings	_____ 8(55-57) % to a maximum of $ _____ 8(61-66)	_____ 8(58-60) % to a maximum of $ _____ 8(67-72)
c. Other (please explain)	8(73) 1	1 8(74)
Salaried: _____		
_____		
Hourly: _____		
_____		
38. Accidental death and dismemberment coverage: **(CIRCLE ONE RESPONSE CODE.)**		
a. Matches group life insurance	1	1
b. No accidental death and dismemberment	8(75) 2	2 8(76)
c. Other (please explain)	3	3
Salaried: _____		
_____		
Hourly: _____		
_____		

39. Describe any other death benefits that you offer:

Salaried: _____

_____

Hourly: _____

_____

	SALARIED EMPLOYEES	HOURLY EMPLOYEES
40. What is the level of employee cost sharing? **(CIRCLE ONE RESPONSE CODE OR FILL IN BLANK.)**		
a. Percentage of cost	_____ % 8(77-79)	_____ % 9(7-9)
b. None	1	1
c. Other (please explain) 9(10)	2	2 9(11)

Salaried: _____

_____

Hourly: _____

_____

GOVERNMENT MEDICAL INSURANCE PREMIUMS FOR FULL TIME EMPLOYEES

(THIS QUESTION APPLIES ONLY TO ORGANIZATIONS WITH EMPLOYEES RESIDING IN ALBERTA, BRITISH COLUMBIA, ONTARIO OR THE YUKON TERRITORY. OTHER RESPONDENTS PLEASE CHECK HERE _____ AND SKIP TO PAGE 27.)
9(12)

41. If your organization has employees in the provinces/territory listed below, indicate the percentage of government medical insurance premiums paid by the employer.

		SALARIED EMPLOYEES	HOURLY EMPLOYEES
Alberta	9(13-15)	_____ % employee	_____ % employee 9(16-18)
		_____ % dependent	_____ % dependent
British Columbia		_____ % employee	_____ % employee
		_____ % dependent	_____ % dependent
Ontario		_____ % employee	_____ % employee
		_____ % dependent	_____ % dependent
Yukon		_____ % employee	_____ % employee
		_____ % dependent 9(55-57)	_____ % dependent 9(58-60)

EXTENDED HEALTH CARE (MAJOR MEDICAL) FOR FULL-TIME EMPLOYEES

Does your organization have extended health care, hospital or drug coverage for salaried or hourly employees?

9(61) 1 YES
2 NO **(SKIP TO PAGE 29)**

If yes, please fill in the appropriate column(s) on the right-hand side of this page.

	SALARIED EMPLOYEES	HOURLY EMPLOYEES
42. Hospital coverage includes: **(CIRCLE ONE RESPONSE CODE.)**		
a. None	1	1
b. Semi-private room	9(62) 2	2 9(63)
c. Private room	3	3
43. What is the annual deductible?	$ _____ single	$ _____ single
	$ _____ family	$ _____ family
44. What is the reimbursement percentage for prescription drugs?	_____ % 9(76-78)	_____ % 10(7-9)
45. Does your plan include coverage for eyeglasses (visioncare)?		
a. Yes, indicate maximum	$ _____ every	$ _____ every
	_____ years	_____ years
b. No	10(18) 1	1 10(19)

	SALARIED EMPLOYEES	HOURLY EMPLOYEES
46. What is the level of employee cost sharing? **(CIRCLE RESPONSE CODE OR FILL IN BLANK.)**		
a. Percentage of cost	_____ % 10(20-22)	_____ % 10(23-25)
b. None	1	1
c. Other (please explain)	10(26) 2	2 10(27)

Salaried: _____

_____

Hourly: _____

_____

DENTAL PLAN FOR FULL-TIME EMPLOYEES

Does your organization have a dental plan for salaried or hourly employees?

10(28) 1 YES
2 NO **(SKIP TO PAGE 31)**

If yes, please fill in the appropriate column(s) on the right-hand side of this page.

	SALARIED EMPLOYEES	HOURLY EMPLOYEES
47. What is the reimbursement percentage for the following services? **(ENTER 0 IF SERVICE NOT COVERED.)**		
Preventive Care (routine oral examinations, cleaning teeth, x-rays, oral surgery)	_____ % 10(29-31)	_____ % 10(32-34)
Periodontia	_____ %	_____ %
Endodontia (root canal therapy)	_____ %	_____ %
Denture Repairs	_____ %	_____ %
Space Maintainers	_____ %	_____ %
Bridges and Dentures	_____ %	_____ %
Inlays and Crowns	_____ %	_____ %
Orthodontia (straightening teeth)	_____ %	_____ %
48. What is the annual deductible?	$ _____ single 10(77-79)	$ _____ single 11(7-9)
	$ _____ family	$ _____ family 11(13-15)

	SALARIED EMPLOYEES	HOURLY EMPLOYEES
49. What was the Fee Guide used for claim settlements at December 31, 1984? **(CIRCLE THE RESPONSE CODE OR FILL IN THE BLANK.)**		
a. Current	11(16) 1	1 11(17)
b. Other - indicate year	19 ____	19 ____
50. What is the level of employee cost sharing? **(CIRCLE ONE RESPONSE CODE OR FILL IN THE BLANK.)**		
a. Percentage of cost	____ % 11(22-24)	____ % 11(25-27)
b. None	11(28) 1	1 11(29)
c. Other (please explain)	2	2

Salaried: _____

_____

Hourly: _____

_____

PAID HOLIDAYS FOR FULL-TIME EMPLOYEES

	SALARIED EMPLOYEES	HOURLY EMPLOYEES
51. How many paid holidays are granted per year?		
a. Fixed holidays	_____ days 11(30-31)	_____ days 11(32-33)
b. Floating holidays (days of employees' choice)	_____ days	_____ days

VACATION FOR FULL-TIME EMPLOYEES

	SALARIED EMPLOYEES	HOURLY EMPLOYEES
52. What do you base your paid vacation schedule on? **(CIRCLE THE RESPONSE CODE OR FILL IN THE BLANK.)**		
a. Length of Service	11(38) 1	1 11(39)
b. Flat schedule: indicate the number of weeks of vacation	_____ weeks	_____ weeks
53. If vacations are based on service, what are the miminum service requirements for the following vacations?		
2 weeks	_____ years 11(42-43)	_____ years 11(44-45)
3 weeks	_____ years	_____ years
4 weeks	_____ years	_____ years
5 weeks	_____ years	_____ years
6 weeks	_____ years	_____ years
54. What is the maximum vacation?	_____ weeks after	_____ weeks after
	_____ years of service	_____ years of 11(66-67) service

PENSION PLAN BENEFITS FOR FULL-TIME EMPLOYEES

Does your organization provide a pension plan for salaried or hourly employees?

11(68) 1 YES
2 NO **(SKIP TO QUESTION 61)**

If yes, please fill in the appropriate column(s) on the right-hand side of this page.

	SALARIED EMPLOYEES	HOURLY EMPLOYEES
55. The pension benefit formula is: **(CIRCLE ONE RESPONSE CODE.)**		
a. Career Average (Answer question 56.)	1	1
b. Final Average (Answer questions 57 and 58.)	2	2
c. Flat amount per year of service (Answer question 59.)	11(69) 3	3 11(70)
d. Money Purchase (Answer question 60.)	4	4
56. **CAREER AVERAGE PENSION PLAN**		
The benefit formula is: **(FILL IN APPROPRIATE BLANK OR CIRCLE THE RESPONSE CODE.)**		
a. Percent of earnings per year of service	____ % 11(71-72)	____ % 11(73-74)
OR		
b. Percent of earnings up to the Yearly Maximum Pensionable Earnings (YMPE) as defined by C/QPP, plus a different percentage of earnings over YMPE, per year of service	____ % up to YMPE, plus ____ % 11(79-80) over YMPE	____ % up to YMPE, plus ____ % 12(7-8) over YMPE
OR		
c. Other (please explain)	1	1 12(10)

Salaried: _____

_____

Hourly: _____

_____

(Go to Question 61.)

	SALARIED EMPLOYEES	HOURLY EMPLOYEES
57. FINAL AVERAGE PENSION PLAN		
What is the period over which earnings are averaged?	_____ years 12(11-12)	_____ years 12(13-14)
58. The benefit formula is: **(FILL IN APPROPRIATE BLANKS OR CIRCLE THE RESPONSE CODE.)**		
a. Percent of earnings per years of service	____.____ %	____.____ %
OR		
b. Percent of earnings up to the Yearly Maximum Pensionable Earnings (YMPE) as defined by C/QPP, plus a different percentage of earnings over YMPE, per year of service	____.____ % up to YMPE, plus ____.____ % over YMPE 12(23-24)	____.____ % up to YMPE, plus ____.____ % over YMPE 12(25-26)
OR		
c. Other (please explain)	12(27) 1	1 12(28)
Salaried: _____		
_____		
Hourly: _____		
_____		
(Go to Question 61.)		
59. Flat Amount per year of service		
What is the flat amount earned per year of service?	$ _____/month 12(29-32)	$ _____/month 12(33-36)
(Go to Question 61.)		

60. **Money Purchase Pension Plan**

		SALARIED EMPLOYEES	HOURLY EMPLOYEES
What is the annual employer contribution as a percentage of total pensionable earnings? **(CIRCLE THE RESPONSE CODE OR FILL IN A BLANK.)**			
a. Percentage of pensionable earnings reduced by C/QPP contributions	12(37-38)	____.____ % minus C/QPP contributions	____.____ % minus C/QPP contributions
b. Percentage of pensionable earnings up to the Yearly Maximum Pensionable Earnings (YMPE) as defined by C/QPP, plus a a different percentage of pensionable earnings over YMPE.		____.____ % up to YMPE, plus ____.____ % over YMPE	____.____ % up to YMPE, plus ____.____ % over YMPE
c. Flat percentage of pensionable earnings		____.____ %	____.____ %
d. Other (please explain)	12(53)	1	1 12(54)

Salaried: _____

_____

Hourly: _____

_____

61. Do you have any retirement benefits other than a pension plan? **(CIRCLE ONE RESPONSE AND FILL IN BLANKS IF APPROPRIATE.)**

12(55) 1 NO

2 YES

If yes, please describe:

Salaried: _____

_____

Hourly: _____

_____

	SALARIED EMPLOYEES	HOURLY EMPLOYEES
62. When do plan benefits fully vest? **(CIRCLE A RESPONSE CODE OR FILL IN A BLANK.)**		
a. Based on years of service	_____ years 12(56-57)	_____ years 12(58-59)
b. Based on years of plan participation	_____ years	_____ years
c. Based on years of service and age	_____ years of service and _____ years of age	_____ years of service and _____ years of age
d. Based on years of plan participation and age	_____ years of plan participation and _____ years of age	_____ years of plan participation and _____ years of age 12(78-79)
e. "Magic number": i.e., when age plus service equal some number	_____ number 13(7-8)	_____ number
f. Immediate full vesting	1	1
g. In accordance with minimum government requirements	2	2 13(12)
h. Other (please specify)	3	3

Salaried: _____

_____

Hourly: _____

_____

	SALARIED EMPLOYEES	HOURLY EMPLOYEES
63. Are cost of living allowances (COLA) granted to pensioners? **(CIRCLE ONE RESPONSE CODE.)**		
a. Yes, plan includes a cost of living indexing provision.	1	1
b. Yes, on an informal (ad hoc) basis.	13(13) 2	2 13(14)
c. No	3	3
64. What is the employee required contribution? **(CIRCLE A RESPONSE CODE OR FILL IN A BLANK.)**		
a. Nil (SKIP TO QUESTION 66)	13(15) 1	1 13(16)
b. Percentage of earnings reduced by C/QPP	___.___ % minus C/QPP contributions	___.___ % minus C/QPP contributions
c. Percentage of earnings up to the Yearly Maximum Pensionable Earnings (YMPE) as defined by C/QPP, plus a different percentage of earnings over YMPE	___.___ % up to YMPE, plus ___.___ % over YMPE	___.___ % up to YMPE, plus ___.___ % over YMPE
d. Flat percentage of earnings	___.___ %	___.___ %
e. Other (please explain)	13(33) 2	2 13(34)
Salaried: _____		
_____		
Hourly: _____		
_____		
65. What is the maximum **annual** employee-required contribution?	$ _____ 13(35-38)	$ _____ 13(39-42)

COST OF BENEFITS FOR FULL-TIME EMPLOYEES

	SALARIED EMPLOYEES	HOURLY EMPLOYEES
66. Please indicate the **monthly combined employer and employee costs for your benefit programs.**		
a. Group Life (including AD&D)	$ ____.____ per $1000 13(43-45)	$ ____.____ per $1000 13(46-48)
b. Short-term Disability (if insured)	$ ____.____ per $10 of weekly benefit	$ ____.____ per $10 of weekly benefit
c. Long-term Disability	$ ____.____ per $100 of monthly benefit	$ ____.____ per $100 of monthly benefit
	OR	**OR**
	____.____ % of covered payroll	____.____ % of covered payroll
d. Extended Health Care (including hospital and visioncare)	$ ____.____ single	$ ____.____ single
	$ ____.____ family 13(75-78)	$ ____.____ family 14(7-10)
e. Dental Insurance	$ ____.____ single	$ ____.____ single
	$ ____.____ family	$ ____.____ family 14(23-26)

		SALARIED EMPLOYEES	HOURLY EMPLOYEES
67. Please indicate the **employer** current service contribution rate for your pension plan.	14(27-29)	a. ____.____ % of covered earnings	____.____ % of covered earnings
		OR	**OR**
		b. the employer contributes ____.____ % of employee contributions	the employer contributes ____.____ % of employee contributions
		OR	**OR**
c. Other (please explain)	14(37) 1		1 14(38)
Salaried: _____			
_____			
Hourly: _____			
_____			

68. How much does it cost to administer the benefit package described? **(Include such items as salaries for employees involved in administration, computer systems, etc., but not the cost of the benefits themselves.)**

$ _____
14(39-44)

What percentage is this of total straight time earnings?

_____ %
14(45-46)

69. Do the benefits described on the preceding pages (17 to 40) apply to all of your full-time salaried employees?

14(47) 1 NO
2 YES **(SKIP TO QUESTION 70.)**

If no, what percentage are covered? _____ %
14(48-49)

Please describe briefly the benefits of those not covered by the described benefits.

_____

_____

_____

_____

70. Do the benefits described on the preceding pages (17 to 40) apply to all of your full-time hourly employees?

14(50) 1 NO
2 YES **(SKIP TO QUESTION 71.)**

If no, what percentage are covered? _____ %
14(51-52)

Please describe briefly the benefits of those not covered by the described benefits.

_____

_____

_____

_____

BENEFITS FOR PART-TIME EMPLOYEES

Note: If a part-time employee is doing a job that would be done by a **salaried** employee if the position were full-time, consider the employee as a **salaried part-time employee.** Otherwise consider the employee as an **hourly part-time employee.**

71. Do you provide any of the following benefits to some or all of your part-time employees?

— Circle **1** if the answer is **yes**, some or all employees in the category receive the benefit.

— Circle **2** if the answer is **no**, no employees in the category receive the benefit.

— Circle **9** if the answer is **not applicable**, because you do not have any employee in the category.

	SHORT-TERM DISABILITY	LONG-TERM DISABILITY	LIFE INSURANCE	GOVERNMENT MEDICAL INSURANCE	EXTENDED HEALTH CARE	DENTAL PLAN	PENSION PLAN
Salaried Part-Time	Y N N/A	Y N N/A	Y N N/A	Y N N/A	Y N N/A	Y N N/A	Y N N/A
Permanent	1 2 9 14(53)	1 2 9 14(54)	1 2 9 14(55)	1 2 9 14(56)	1 2 9 14(57)	1 2 9 14(58)	1 2 9 14(59)
Seasonal	1 2 9	1 2 9	1 2 9	1 2 9	1 2 9	1 2 9	1 2 9
Temporary/Casual	1 2 9	1 2 9	1 2 9	1 2 9	1 2 9	1 2 9	1 2 9
Other	1 2 9	1 2 9	1 2 9	1 2 9	1 2 9	1 2 9	1 2 9 14(60)
Hourly Part-Time							
Permanent	1 2 9 15(7)	1 2 9	1 2 9	1 2 9	1 2 9	1 2 9	1 2 9
Seasonal	1 2 9	1 2 9	1 2 9	1 2 9	1 2 9	1 2 9	1 2 9
Temporary/Casual	1 2 9	1 2 9	1 2 9	1 2 9	1 2 9	1 2 9	1 2 9
Other	1 2 9	1 2 9	1 2 9	1 2 9	1 2 9	1 2 9	1 2 9 15(34)

72. Please provide a brief description of each benefit that is available to some or all of your part-time employees — those for whom 1 has been circled on the table above. Include eligibility requirements, 15(35) waiting period before coverage becomes effective, level of benefit and employee cost sharing. **(Attach additional sheets if necessary).** If all part-time employees in a category are covered and receive the same benefits as full-time employees, simply write: "Same as full-time."

73. Do any part-time employees receive pay in lieu of the benefits listed in the chart? **(CIRCLE ONE RESPONSE CODE AND FILL IN BLANK IF APPROPRIATE.)**

15(36) 1. No
2. Yes (please explain) _____

74. Do any of your part-time employees receive pay for statutory holidays in excess of the federally legislated minimum of nine days? **(CIRCLE ONE RESPONSE CODE AND FILL IN BLANK IF APPROPRIATE.)**

15(37) 1. No
2. Yes (please explain) _____

75. Do you provide any of your part-time employees with vacation pay or an annual vacation period in excess of the federally legislated minimum (2 weeks or 4% of earnings increasing to 3 weeks or 6% of earnings after 6 years of employment? **(CIRCLE ONE RESPONSE CODE AND FILL IN BLANK IF APPROPRIATE.)**

1. No

15(38)

2. Yes (please explain) _____

76. For each benefit that part-time employees have **the option** of participation, please describe the participation rates of those who are eligible.

15(39)

77. Please outline any changes that your company is planning in the next year in benefits available to part-time employees. **(CIRCLE ALL APPLICABLE RESPONSES AND FILL IN BLANK WHERE APPROPRIATE.)**

15(40) 1. No changes are planned.

15(41) 2. Liberalizing eligibility criteria. Please indicate for which benefits.

_____

_____

15(42) 3. Raising level of benefits. Please indicate for which benefits.

_____

_____

15(43) 4. Other (please explain) _____

_____

_____

78. If benefits for part-time employees were provided on a basis consistent with those of full-time employees, what percentage of full-time workers would you expect to express a preference for part-time work?

_____ %
15(44-45)

79. In your opinion, which of the following benefits is **feasible** — regardless of whether you feel it is appropriate — for your organization to include in a benefits package for part-time employees?

In answering for each benefit and each category of part-time worker, write:

- 1 — if the answer is **yes.**
- 2 — 6 if the answer is **no**, using the number which indicates the primary reason, from the list below.

  2. Cost to employer is prohibitive
  3. Cost to employee is prohibitive
  4. Not available for purchase
  5. Administratively unworkable
  6. Other

- 9 — if the answer is **not applicable.**

Example:

	Permanent Part-Time
Short-term disability	3
Extended Health Care	1

	PERMANENT PART-TIME	SEASONAL	TEMPORARY/ CASUAL	OTHER PART-TIME
Short-term disability	15(46)	15(47)	15(48)	15(49)
Long-term disability				
Life Insurance				
Gov. Medical Insurance				
Extended Health Care				
Dental Plan				
Pension Plan				
Vacation				
Holidays			15(80)	16(7)

COLLECTIVE AGREEMENTS

IF YOUR COMPANY HAS NO COLLECTIVE AGREEMENTS, CHECK HERE _____ AND GO TO LAST PAGE.
16(8)

80. Among your full-time and part-time employees, what percentage is covered by a collective agreement?

	% COVERED BY COLLECTIVE AGREEMENT				
	FULL-TIME EMPLOYEES	PART-TIME EMPLOYEES	SEASONAL EMPLOYEES	TEMPORARY/ CASUAL EMPLOYEES	OTHER PART-TIME EMPLOYEES
Supervisors	_____ % 16(9-10)	_____ % 16(11-12)	_____ % 16(13-14)	_____ % 16(15-16)	_____ % 16(17-18)
Professional/Technical	_____ %	_____ %	_____ %	_____ %	_____ %
Clerical and/or office employees	_____ %	_____ %	_____ %	_____ %	_____ %
Sales	_____ %	_____ %	_____ %	_____ %	_____ %
Services	_____ %	_____ %	_____ %	_____ %	_____ %
Blue collar employees	_____ %	_____ %	_____ %	_____ %	_____ %
Transport Equipment Operators	_____ %	_____ %	_____ %	_____ %	_____ %
Other	_____ % 16(79-80)	_____ % 17(7-8)	_____ %	_____ %	_____ % 17(13-14)

81. Does any collective agreement limit the number or percentage of part-time workers in any of the following occupational categories?
(CIRCLE APPROPRIATE RESPONSES AND FILL IN BLANKS WHERE APPROPRIATE.)

	IS THERE A LIMIT ON PART-TIMERS IN THIS OCCUPATION CATEGORY		IF YES: PART-TIMERS ARE LIMITED TO WHAT PERCENTAGE OF THE WORKFORCE?
	NO	YES	
Supervisors	1 17(15)	2	_____ % 17(16-17)
Professional/Technical	1	2	_____ %
Clerical and/or office employees	1	2	_____ %
Sales	1	2	_____ %
Services	1	2	_____ %
Blue collar employees	1	2	_____ %
Transport Equipment Operators	1	2	_____ %
Other	1	2	_____ % 17(37-38)

82. Which of the following is covered by one or more collective agreements?

Circle **1** if the answer is **yes**, all or most of the employees in the category are part of a collective agreement which covers the area.

Circle **2** if the answer is **no**, none or very few of the employees in the category are part of a collective agreement which covers the area.

Circle **9** if the answer is **not applicable**, because you do not have any employees in the category.

For:	PROBATIONARY PERIODS Y N N/A	PROMOTION POLICIES Y N N/A	TRAINING PROGRAMS Y N N/A	RETRAINING PROGRAMS Y N N/A	JOB SECURITY Y N N/A
Full-Timers	1 2 9 17(39)	1 2 9 17(40)	1 2 9 17(41)	1 2 9 17(42)	1 2 9 17(43)
Permanent part-time employees	1 2 9	1 2 9	1 2 9	1 2 9	1 2 9
Seasonal Employees	1 2 9	1 2 9	1 2 9	1 2 9	1 2 9
Temporary/ Casual	1 2 9	1 2 9	1 2 9	1 2 9	1 2 9
Other part-timers	1 2 9	1 2 9	1 2 9	1 2 9	1 2 9 17(63)

FUTURE SURVEY OF PART-TIME EMPLOYEES

83. In addition to this survey of employers governed by the Canada Labour Code, we will be conducting a survey of part-time employees. The survey of employees will be conducted in the near future. We would appreciate your assistance in distributing copies of the questionnaire to your part-time employees. The completed questionnaire would be returned directly to Hay Management Consultants.

A report on the results will be sent to all employers who participate. Reports will not be sent to employees.

Please indicate whether your organization would be willing to consider distributing this questionnaire to your part-time employees.

☐ 1. Yes, we would be willing to consider distributing questionnaires to our part-time employees later this spring. The contact person is:

17(64)

NAME: _____

POSITION: _____

TELEPHONE: _____

☐ 2. NO

Thank you very much for your effort in completing this questionnaire. A report of results by industry will be sent to you this Fall.

Please return Parts I and II of this questionnaire in the enclosed postage paid envelope by June 17.